

Photograph by George Sakkestad

Saratoga resident George Wells greeted friend and former co-worker of 45 years Clifford Smedley and his wife, Sheila, at the reception to celebrate the release of his book, 'American Dream in A Kilt,' on Sept. 21 at La Rinconada. Wells came to America from Scotland in 1960 and had an impressive career in the semiconductor industry, serving as the CEO of many companies.

## Soccer's loss is the business world's gain

*Wells becomes CEO,  
and now an author*

By JENNIFER M. VAN DER KLEUT

George Wells thinks his fate was decided for him at birth. It just took him 15 years or so to find out what that fate was.

As a strapping young lad, Wells, who grew up in Scotland, thought he was destined to be a professional soccer player and it was his oldest brother who was meant to be the career man. That is, until one day when their paths did a bit of a switcheroo.

"My eldest brother was a very smart mathematician. He started college but dropped out because he felt he should start working right away to bring money home to the family," Wells recalls. "Our other brother wouldn't do

it ... so I have a very strong feeling that, when I was born, I was destined to be the one son of my mother's that went to university."

One day, a teenage Wells was running out the door to a soccer game when his mother stopped him.

"She said to me, 'What do you want to do with your life?' and I said, 'I want to play for the Rangers,'" Wells recalls, referring to his favorite Scottish soccer team. "She said, 'No, I don't mean that. How are you going to make a living?' and I said, again, 'By being a Ranger.' I was in such a hurry to get to my game that I finally just said, 'What are you saying, you want me to go to university?' and she said, 'Yeah, I really want you to,' so I said, 'OK, I will.'"

Down the road, when it became time, Wells decided to keep the promise.

Decades later, Wells is a retired CEO with a successful career in semiconductors behind him. Looking back, he says he owes a lot to his mother.

Ironically, his older brother became a soccer player.

That memory and many others are part of the inspirational story of a young boy who came to Saratoga with a dream. These days, Wells is sharing those stories with anyone who has an interest in them in his book, *The American Dream in A Kilt*.

As a young man, Wells began focusing on what he was most interested in.

"I'm very big on numbers; I'm crazy about them. They never lie—eight times eight is always 64," he says. For that reason, Wells was drawn to such subjects as astronomy, math and physics. "I was fascinated by the concept of the universe and the planets. Mostly, I was interested in the applications of math."

Wells earned a bachelor's degree in physics with honors and completed two years of post-graduate work at the University of Glasgow.

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# Wells

Continued from page 25

He could see how many different career options his course of study offered him.

His first job out of college was studying microwaves and their use in radar, which introduced him to his lifelong love—semiconductors.

"It paired two of my big interests together—astronomy and physics. Semiconductors could help get a rocket into space," he explains. "The industry was very tiny then in 1960, but I could tell it was going to be very big."

One day Wells saw an ad in the *London Times* by a company called Transistron, looking for engineers. Wells made the trip to London, had an interview, and got the job on the first day.

Six weeks later, he found himself in America, working for Transistron in Boston. From there, Wells' career took an impressive climb up the corporate ladder. Nine years later, in 1969, at the age of 34, he came to Fairchild Semiconductor as a product line manager, and rose to the level of vice president within 14 years. Fairchild was later acquired by a French company that specialized in analyzing earth for oil, which was looking to make inroads in the semiconductor industry. Wells was not happy with the new owners' lack of funding for research, so he went to Intersil in 1983, which was acquired by General Electric, and landed his first president/CEO position.

"I had never run an entire company, only whole divisions within a company, so I decided it was something I really wanted to try, especially given my disenchantment with Fairchild."

Intersil was so impressed with Wells that he was promoted to running parent company GE's entire semiconductor business.

Later, from 1984 to 1992, Wells served as president and COO of LSI Logic, and finished his career as CEO of Exar before retiring in 1996.

Looking back on what he proudly calls a "satisfying life as a corporate executive, CEO and father," Wells attributes his success to three fundamental practices—effective communications, quality assurance and "people empowerment."

"When people have a voice and can influence their future, creativity, loyalty and profitability result," he says.

However, when his wife died, Wells found himself a little lost, and he sought grief counseling.

"In the first couple of sessions, she barely even talked. She just asked me to tell her about my life, my business career, my family—who I was. My stories included how I came to America, how I met my wife, my business. By my fourth visit we were working on healing me, after she understood a lot about my life and my relationships," he says. "She told me my stories were fascinating and inspirational."

The counselor suggested Wells write a book about his life and all he had learned. She thought the process of writing a book would give him new life, with something to do, and could also serve as a legacy to his children.

"For about 10 years, numerous people had encouraged me to write a book. Since these people were relatives and friends, I figured they were biased and I scoffed at

the idea. But now, to hear it from a complete stranger ... I'd only known this woman for a total of three hours when she suggested that. And she really caught my attention when she brought up the idea of it serving as a legacy to my children and grandchildren. I didn't know anything about my grandparents at all—their names, when they died, how they died. So the idea had a real impact on me."

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*The counselor suggested Wells write a book about his life and all he had learned. She thought the process of writing a book would give him new life ...*

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The counselor suggested enlisting the help of a ghostwriter, and Wells thought of the perfect person—his friend Nancy Padberg, whom he'd met at a golf tournament. Padberg, the CEO of Navigate Consulting and a former writer for the *Los Angeles Times*, had always dreamed of publishing a book, so now the two friends could help each other.

On Sept. 15, *The American Dream in A Kilt* was published by WingSpan Press. Wells says no matter what becomes of the book, he is happy it exists.

"I have no expectations for the book. It's mainly stories for my family, things that have happened to me, some happy, some sad. If it sells well I'll be delighted, but I hope some people learn something from the book; maybe it will make them laugh," he says. "Mainly, I wanted it to serve as a legacy to my family."

Somewhere up above, his mother is surely smiling down upon him.

*'The American Dream in A Kilt' is available from [www.dreaminakilt.com](http://www.dreaminakilt.com), through Barnes and Noble at [www.bn.com](http://www.bn.com) and also through Amazon at [www.amazon.com](http://www.amazon.com).*

## HOW TO REACH US

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## Fairchild50 Teams

### Core Team

This team will meet on a regular basis to plan, define and execute the event.

Larry Bender  
Alice Betz  
Rita Gardner  
Fran Harrison, South Portland  
Geri Hadley  
Judy Horst  
Sandi Kile  
Dave Laws  
Patti Olson, South Portland  
Harry Sello  
Elliott Sopkin  
Caryl Pozos

Pam Cleveland, CHM  
Dag Spicer, CHM  
Bob Stetson, CHM  
Kirsten Tashev, CHM  
Karen Tucker, CHM

### Advisory Team

The advisory team will help define the event and help us connect to other key players critical to making this event a success. Initially they will provide:

- Feedback on the Friday Afternoon Panels - topics, time, participants
- Help choose the Friday Night Legacy Panel participants and define structure and topics - this is a critical
- Identify chairpersons for each panel
- Identify and connect with major people to participate in the panels and the celebration
- Input on the Saturday Night Event - What is it, how best structure, etc.
- How reach key people and collect emails and phone numbers
- Wisdom and advice

**Advisory Team Candidates** - Can add more as appropriate. Have listed people who can contact them about the reunion and a meeting, but please give us your suggestions and others who can contact them.

Ben Anixter - Dave  
Rob Walker - Judy  
Bill O'Meara - Geri  
Harry Sello - Dave  
Bob Blair - Geri  
Jack Balletto - Geri  
Frank Burge - Geri  
Fran Harrison - Judy or Dave  
George Scalise - who knows him to contact him?  
George Wells - Geri  
Steve Zelencik - Dave  
Lowell Turriff - Dave  
Ginger Tygret Jenkins - Geri

Floyd Kvamme - ??

Bill Welling - ?? He helped a lot the last time

Bill O'Meara won't be in CA until Oct, but said we could phone conference him in.

**Influence Pool** – Here are people who offer contacts (rolodexes/email), ideas, participation, buy-in, history, materials, stories, advice, etc. This list will inevitably grow as we get further into the planning. This Influence Pool will also play an important role in making sure that the movers and shakers come to the FSC 50th Celebration and help make it a larger success.

Norman Doyle

Bob Schreiner

Rodney Smith

Richard Bohnet

Greg Reyes

John Duffy

Pierre Lamond

Roger Smullen

Ken Moyle

Gil Amelio

John Bosch

Mike Scott

Gene Selvin

Larry Sonsini (not an alum but did lots of legal work for FSC and has incredible contact list)

Alan McPhearson

Roger Borovoy

John Luke

Bob Luca

John Richardson

Bob Ulrickson

John Springer

Lowell Turriff

CJ Stoll

Marshall Cox

Bernie Marren

Gene Blanchette

Don Yost

Gene Conner

Doug O'Conner

Tony Hollbrook

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Tom Longo

Roy Parfitt

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Bill Sams



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Museum members and supporters enjoy being part of the heart and soul of the amazing world of technology—where computing history lives. Where else can you rub shoulders with titans and pioneers, hear personal stories from industry legends, and view such a vast array of key objects from the computing revolution?

The Computer History Museum is a public benefit organization that relies on broad-based community support for its daily operations and activities such as our popular speaker series, annual Fellow Awards, and much more. There are many ways to give, with many benefits and privileges available to you in appreciation for your generosity.

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Samples from the Collection

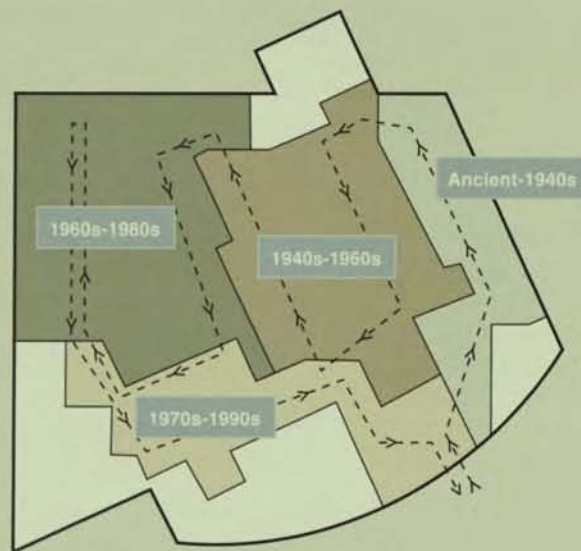


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Visible Storage presents a subset of objects from the Computer History Museum's vast collection of computing artifacts. The display spans history from pre-computing to supercomputing, and reflects the astonishing development in technology from gears to vacuum tubes to exotic semiconductors.

Visible Storage is not a complete exhibition, nor a comprehensive presentation of computing history, but rather an accessible subset of our warehoused collection. The labels give only a very limited introduction for those unfamiliar with the

objects. In the future, the Museum will tell the amazing story of the computing revolution with exhibits that are rich in contextual media and interpretive content. To reach that goal, we need your help as a member, donor, and volunteer.

The story begins with pre-computing artifacts such as the abacus and sector, and follows on in a roughly chronological alternating path back to the starting point with personal computers. But feel free to explore in any order that interests you.

Enjoy your visit!

#### Technical Notes

In order to appreciate the dramatic developments in computing, many labels list memory size, processor speed, and cost. Comparisons using these numbers may be misleading because of architectural differences. We used the following criteria for the data:

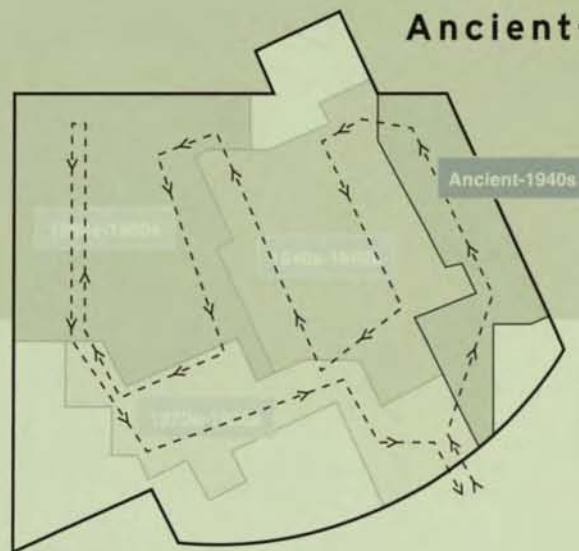
1. *Memory* refers to primary (main) memory
2. *Cost* refers to cost at time of introduction
3. *Speed* is expressed in one of three ways, depending on available data and meaningfulness: **FLOPS** (Floating Point Operations Per Second), generally used for super-

computers; **ADD/s** (Additions per second), used mainly for early machines; and **MHz** (clock speed in megahertz) for remaining machines. Please feel free to ask our Visible Storage docents for further explanation.

Unless otherwise indicated, dates are that of introduction, and countries are that of corporate head office.

The artifacts and premises are electronically monitored. Food and drink are prohibited. Photography is permitted for personal use only.

## Ancient-1940s



Hollerith Census Machine,  
Department of the Census,  
United States, 1889  
Gift of Digital Equipment  
Corporation, XD231.81



Babbage Difference Engine  
gear and arm (reproduction),  
England, 2002  
Gift of Thomas Bergin,  
X2563.2003



Enigma, Arthur Scherbius,  
Germany, c. 1935  
Gift of Gwen and Gordon Bell,  
B197.81

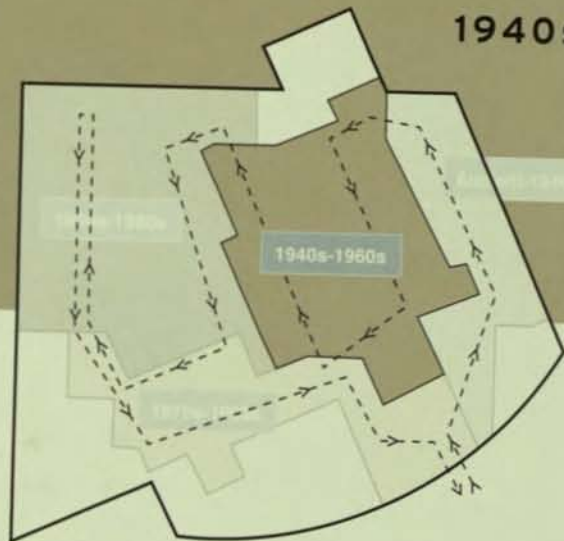


PRE-COMPUTING • PUNCHED CARD PROCESSING

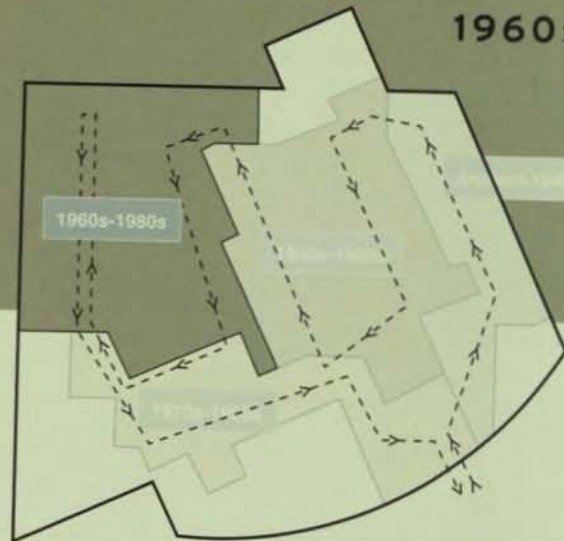
ANALOG COMPUTERS • WWII



1940s-1960s



1960s-1980s



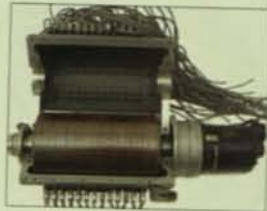
SAGE (Semi-Automatic Ground Environment), IBM/USAF, United States, 1956-1982  
Gift of the National Museum of Science and Technology, X260.83-X272.82



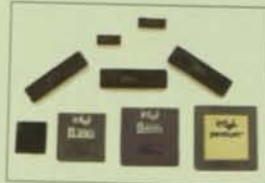
COBOL Manual, IBM Corporation, United States, 1961  
Gift of Chuck Baker, 102626650



Magnetic Drum, ERA, United States, c. 1951  
102626694



Assortment of Intel Microprocessors, United States, 1971-1993  
Gift of Intel Corporation, 102626771



System/360 Model 30, IBM Corporation, United States, 1965  
Gift of Frost and Sullivan, X1059.91



Cray-1A (Serial number 6), Control Data Corporation, United States, 1976  
Gift of Lawrence Livermore National Laboratory, X1553.98



ONE-OF-A-KINDS • PRODUCTION MACHINES

MAIN MEMORY • TRANSISTOR MACHINES • HIGH-LEVEL LANGUAGES

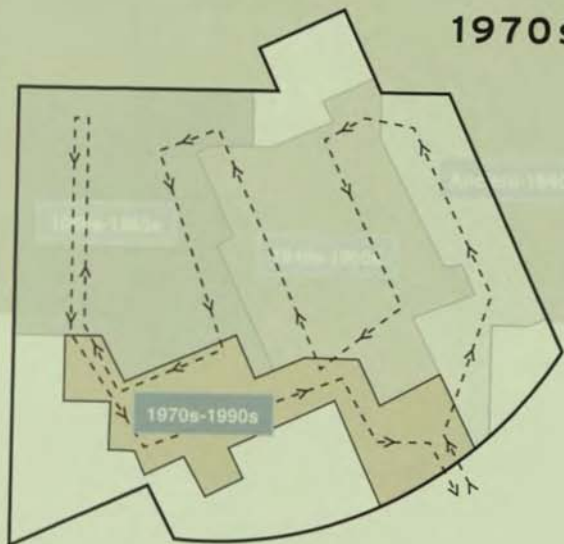
MINUTEMAN | GUIDANCE COMPUTER • MEMORY & STORAGE

ICS, MICROPROCESSORS, & MEMORIES • SIGNIFICANT MACHINES

MINICOMPUTERS • SUPERCOMPUTERS



1970s-1990s



Altair 8800 Microcomputer System,  
MITS, United States, 1975,  
102626725



Original Microsoft Windows  
1.0 software box, Microsoft  
Corporation, United States,  
1985. On loan from the  
Vintage Computer Festival



Xerox Alto II workstation,  
Xerox PARC,  
United States, 1974  
Gift of Cliff Purkiser,  
X1741.99



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+1 650 810 1011 Karen Tucker  
+1 650 810 1055 (fax)



# PIX

A PATCHWORK OF BAY AREA PARTIES & PERSONALITIES



*Photos by aeschleah.com / Special to The Chronicle*  
**Summer in the City**, a fashion show presented by Aqua Surf Shop at 111 Minna Gallery, benefited the Edgewood Center for Children and Families in San Francisco. ❶ Model Anayma Defrias in L-Space bikini and wrap. ❷ Liz Wong (from left), Aqua Surf Shop co-owner Aleks Petrovitch and Lisa Beach. ❸ Model Vanessa Tearnan in Obey T-shirt and Matix jeans. ❹ Model Lux Zuchetto in Obey tank top and L-Space bikini. ❺ Beach, Josh Chauvet of Nikita Clothing and Amabile Dyer. ❻ DJ Pony P (a.k.a. Mercy Connor) spins the music. ❼ Models Alicia Greenleaf (left) in Zoe bikini and Celisse Muller in Insight top.



*Photos by THOMAS J. GIBBONS / Special to The Chronicle*  
**The Ninth Annual V Foundation Wine Celebration** in Napa Valley raised \$3.7 million for cancer research. ❶ Nickel & Nickel hosted the gala, and Far Niente provided wines. ❷ "Monday Night Football" commentator Mike Tirico with wife Debbie and Leslie Rudd. ❸ Greg Jenkins and Peggy Fleming-Jenkins, a board member and breast cancer survivor. ❹ John Shearin and his wife, V Foundation Executive Director Diane Shearin. ❺ Mimi and Scott Cacchione. ❻ Crushpad President Michael Brill (center) with Carl and Vickie Warden. ❼ Paul Leary, Blackbird Vineyards' chief marketing officer, with wife Melanie and new son Beau. ❽ Famed Olympic ski coach Bob Beattie (left) and Steve Bornstein, president and CEO of NFL Network.



*Photos by HEATHER WILEY / Special to The Chronicle*  
**Hip San Francisco nightspot Impala** celebrated its second anniversary with a party featuring beats by DJ Solarz, DJ David Carvalho and DJ Solomon. ❶ Bob Jones (left) and Adam Snyder of One Industry Group, with Impala's general manager, Cindy Do. ❷ Gianna Toboni and Emily Littlejohn. ❸ Pedro Correa and Stacey Borden. ❹ Trevor Mates (left), Jill Markey and Dan Dalby. ❺ Jason Arnoldy and Katya Sorokko.



*Photos by THOMAS J. GIBBONS / Special to The Chronicle*  
**The Menlo Charity Horse Show**, a hunter-jumper event with more than 600 horses, took place at the Menlo Circus Club in Atherton. ❶ Karl Cook. ❷ Peter Solmssen and Kathleen Mailliard. ❸ Betsy Glikbarg, Menlo Charity Horse Show founder. ❹ J.P. Terence and daughter Vivian Hallinan. ❺ Chair Nancy Collins. ❻ Pat Hitchcock O'Connell, daughter of director Alfred Hitchcock.



*Photos by JESSICA CHRISTIE / Special to The Chronicle*  
**The San Francisco Opera Ball 2007's** menu was on display at a tasting hosted by Paula LeDuc Fine Catering, offering a preview of the gala night, when the 85th season begins next month. ❶ Opera Ball co-chair Marybeth La Motte, caterer LeDuc, Opera Ball co-chair Cheryl Baxter and Opera Guild President Teresa Medearis. ❷ Paula LeDuc's senior account executive, Geoffrey Applegarth, and La Motte. ❸ Baxter.

To submit an event for consideration, send a selection of 10 images or fewer to [pixpage@sfgchronicle.com](mailto:pixpage@sfgchronicle.com). Photos must be at least 300 dpi and sent as jpegs with the event name, date and location, full names of all people in the photos and their titles (if applicable), and photographer credit information embedded in each file. Contact information for confirmation and details is required.



\$3.95 / DOUBLE ISSUE

MAN OF THE YEAR

DEC. 29, 1997 / JAN. 5, 1998

# TIME



**INTEL'S  
ANDREW  
GROVE**

HIS MICROCHIPS  
HAVE CHANGED  
THE WORLD—AND  
ITS ECONOMY



# MAN OF THE YEAR



The microchip is the dynamo of a new economy...



# ... driven by the passion of Intel's

By WALTER ISAACSON

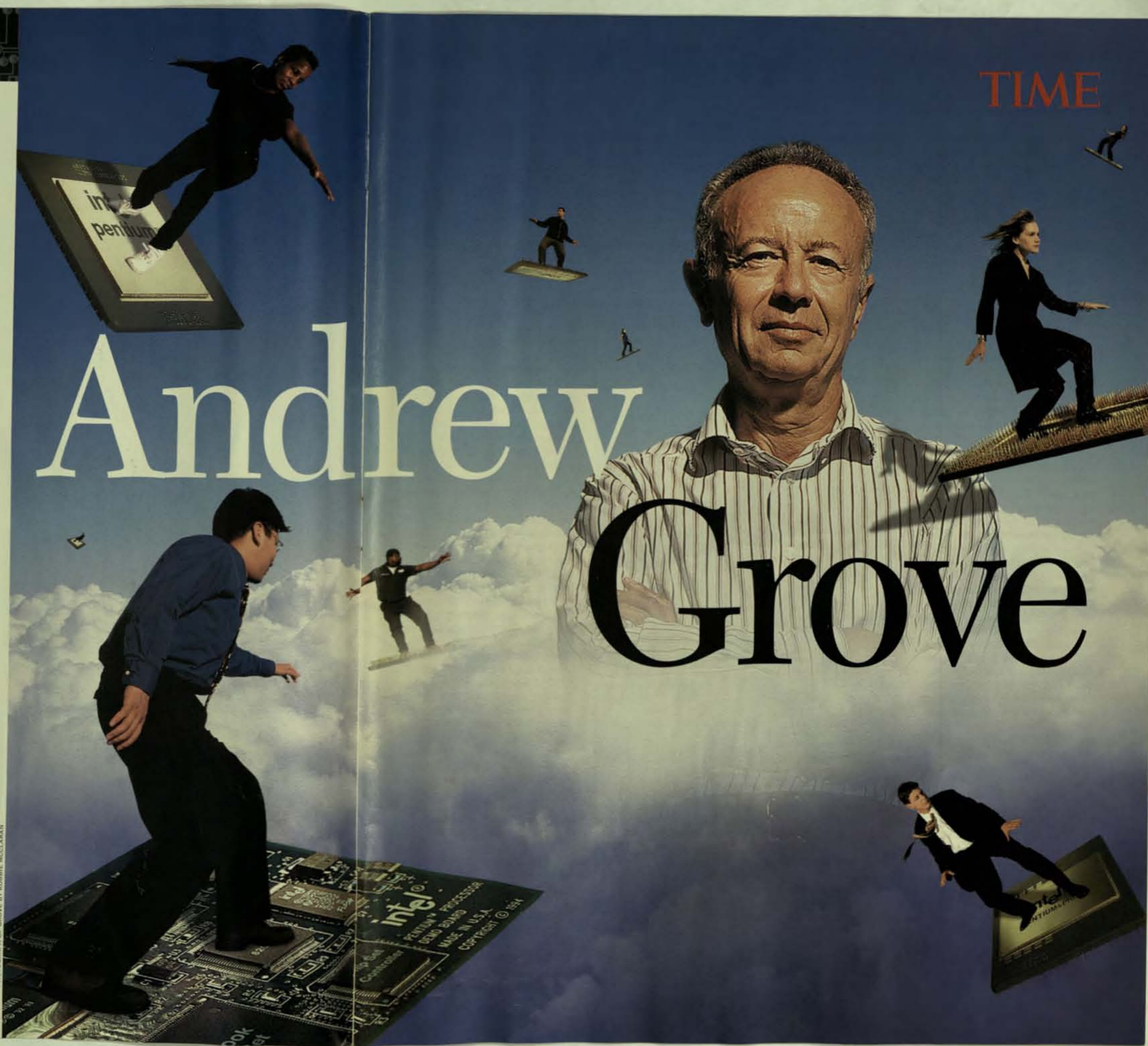
**F**IFTY YEARS AGO THIS WEEK—SHORTLY AFTER lunch on Dec. 23, 1947—the Digital Revolution was born. It happened on a drizzly Tuesday in New Jersey, when two Bell Labs scientists demonstrated a tiny contraption they had concocted from some strips of gold foil, a chip of semiconducting material and a bent paper clip. As their colleagues watched with a mix of wonder and envy, they showed how their gizmo, which was dubbed a transistor, could take an electric current, amplify it and switch it on and off.

That Digital Revolution is now transforming the end of this century the way the Industrial Revolution transformed the end of the last one. Today, millions of transistors, each costing far less than a staple, can be etched on wafers of silicon. On these microchips, all the world's information and entertainment can be stored in digital form, processed and zapped to every nook of a networked planet. And in 1997, as the U.S. completed nearly seven years of growth, the microchip has become the dynamo of a new economy marked by low unemployment, negligible inflation and a rationally exuberant stock market.

This has been a year of big stories. The death of Princess Diana tapped a wellspring of modern emotions and highlighted a change in the way we define news. The cloning of an adult sheep raised the specter of science outpacing our moral processing power and had a historic significance that will ripple through the next century. But the story that had the most impact on 1997 was the one that had the most impact throughout this decade: the growth of a new economy, global in scope but brought home in the glad tidings of personal portfolios, that has been propelled by the power of the microchip.

And so TIME chooses as its 1997 Man of the Year Andrew Steven Grove, chairman and CEO of Intel, the person most responsible for the amazing growth in the power and innovative potential of microchips. His character traits are emblematic of this amazing century: a paranoia bred from his having been a refugee from the Nazis and then the Communists; an entrepreneurial optimism instilled as an immigrant to a land brimming with freedom and opportunity; and a sharpness tinged with arrogance that comes from being a brilliant mind on the front line of a revolution.

Photo-illustrations for TIME by James Porto



PHOTOGRAPH OF GROVE BY ROBBIE MCLARAN



## MAN OF THE YEAR

Like his fellow wealth builders of the digital age, Grove's mission is his product, and he shuns the philosophical mantle and higher callings often adopted by titans of an earlier era. Ask him to ruminate on issues like the role of technology in our society, and his pixie face contorts into a frozen smile with impatient eyes. "Technology happens," he clips. "It's not good, it's not bad. Is steel good or bad?" The steel in his own character comes through at such moments. He has a courageous passion alloyed with an engineer's analytic coldness, whether it be in battling his prostate cancer or in guiding Intel's death-defying climb to dominate the market for the world's most important product.

These traits have allowed Grove to push with paranoiac obsession the bounds of innovation and to build Intel, which makes nearly 90% of the planet's PC microprocessors, into a company worth \$115 billion (more than IBM), with \$5.1 billion in annual profits (seventh most profitable in the world) and an annual return to investors of 44% during the past 10 years. Other great entrepreneurs, most notably the visionary wizard Bill Gates, have become richer and better known by creating the software that makes use of the microchip. But more than any other person, Andy Grove has made real the defining law of the digital age: the prediction by his friend and Intel co-founder Gordon Moore that microchips would double in power and halve in price every 18 months or so. And to that law Grove has added his own: we will continually find new things for microchips to do that were scarcely imaginable a year or two earlier.

The result is one of the great statistical zingers of our age: every month, 4 quadrillion transistors are produced, more than half a million for every human on the planet. Intel's space-suited workers etch more than 7 million, in lines one four-hundredth the thickness of a human hair, on each of its thumbnail-size Pentium II chips, which sell for about \$500 and can make 588 million calculations a second.

The dawn of a new millennium—which is the grandest measure we have of human time—permits us to think big about history. We can pause to notice what Grove calls, somewhat inelegantly, "strategic inflection points," those moments when new circumstances alter the way the world works, as if the current of history goes through a transistor and our oscilloscopes blip. It can happen because of an invention (Gutenberg's printing press in the 15th century), or an idea (individual liberty in the 18th century), or a technology (electricity in the 19th century) or a process (the assembly line early in this century).

The microchip has become—like the steam engine, electricity and the assembly line—an advance that propels a new economy. Its impact on growth and productivity numbers is

still a matter of dispute, but not its impact on the way we work and live. This new economy has several features:

- ▶ It's global. Money now respects no borders. With clicks of a keyboard, investors trade \$1.5 trillion worth of foreign currencies and \$15 trillion in stocks worldwide each day, putting errant or unlucky nations at the mercy of merciless speculators.
- ▶ It's networked. Handbags from Italy and designer shoes from Hong Kong are available to Web surfers throughout cyberspace; clerical work or software programming can be outsourced from anywhere to workers in Omaha or Bangalore; and the illness of a child in Bali can be diagnosed by a doctor in Bangor.
- ▶ It's based on information. In today's knowledge-based economy, intellectual capital drives the value of products. In addition,

from 1990 to 1996 the number of people making goods fell 1%, while the number employed in providing services grew 15%.

▶ It decentralizes power. As the transistor was being invented, George Orwell, in his book *1984*, was making one of the worst predictions in a century filled with them: that technology would be a centralizing, totalitarian influence. Instead, technology became a force for democracy and individual empowerment. The Internet allows anyone to be a publisher or pundit, E-mail subverts rigid hierarchies, and the tumult of digital innovation rewards wildcats who risk battle with monolithic phone companies. The symbol of the atomic age, which tended to centralize power, was a nucleus with electrons held in tight orbit; the symbol of the digital age is the Web, with countless centers of power all equally networked.

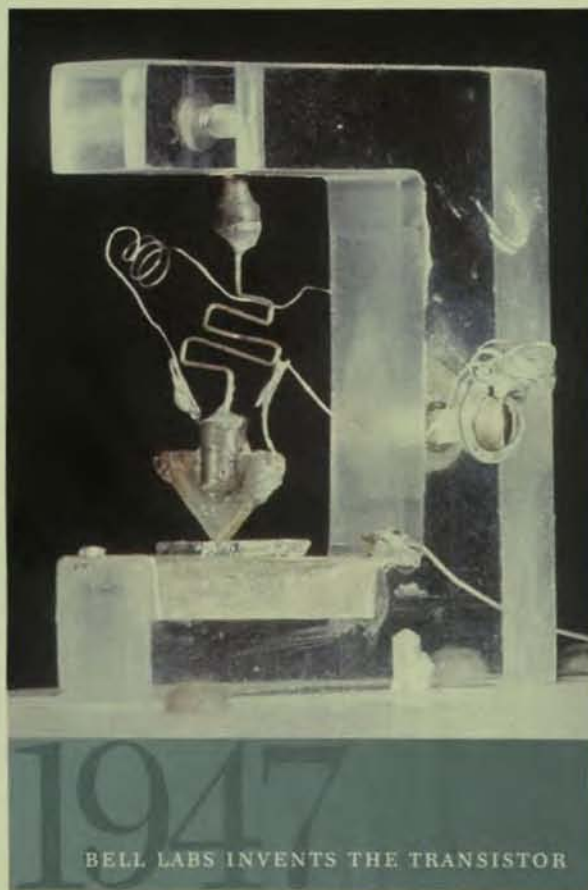
▶ It rewards openness. Information can no longer be easily controlled nor ideas repressed nor societies kept closed. A networked world facilitates free minds, free markets and free trade.

▶ It's specialized. The old economy was geared to mass production, mass marketing and mass media: cookie-cutter products

spewed from assembly lines in central factories; entertainment and ideas were broadcast from big studios and publishers. Now products can be individualized. Need steel that's tailored for your needs? Some high-tech mini-mill will provide it. Prefer opinions different from those on this page? A thousand Webzines and personalized news products are waiting to connect with you.

No one believes the microchip has repealed the business cycle or deleted the threat of inflation. But it has, at the very least, ended the sway of decline theorists and the "limits to growth" crowd, ranging from the Club of Rome Cassandras to more recent doomsayers convinced that America's influence was destined to wane.

The U.S. now enjoys what in many respects is the healthiest economy in its history, and probably that of any nation ever. More than 400,000 new jobs were created last month, bringing





unemployment down to 4.6%, the lowest level in almost 25 years. Labor-force participation has also improved: the proportion of working-age people with jobs is the highest ever recorded. Wage stagnation seems to be ending: earnings have risen more than 4% in the past 12 months, which is the greatest gain in 20 years when adjusted for inflation. The Dow is at 7756, more than doubling in three years, and corporate profits are at their highest level ever. Yet inflation is a negligible 2%, and even the dour Fed Chairman Alan Greenspan seems confident enough in the new economy to keep interest rates low.

Driving all this is the microchip. The high-tech industry, which accounted for less than 10% of America's growth in 1990, accounts for 30% today. Every week a Silicon Valley company goes public. It's an industry that pays good wages and makes both skilled and unskilled workers more efficient. Its products cost less each year and help reduce the prices in other industries. That, along with the global competition that computers and networks facilitate, helps keep inflation down.

Economists point out that the Digital Revolution has not yet been reflected in productivity statistics. The annual growth of nonfarm productivity during the 1980s and 1990s has averaged about 1%, in contrast to almost 3% in the 1960s. But that may be changing. During the past year, productivity grew about 2.5%. And in the most recent quarter the rate was more than 4%.

In addition, the traditional statistics are increasingly likely to understate growth and productivity. The outputs of the old economy were simpler to measure: steel and cars and widgets are easily totted up. But the new economy defies compartmentalized measurement. Corporate software purchases, for instance, are not counted as economic investment. What is the value of cell phones that keep getting cheaper, or of E-mail? By traditional measures banking is contracting, yet there has been explosive growth in automated banking and credit-card transactions; the same for the way health care is delivered.

Even the cautious Greenspan has become a wary believer in the new economy. "I have in mind," he told Congress earlier this year when not raising interest rates, "the increasingly successful and pervasive application of recent technological advances, especially in telecommunications and computers, to enhance efficiencies in the production process." Translation: Inventories can now be managed more efficiently, and production capacity can more quickly respond to changes in demand. A fanatic for data, Greenspan has soaked up the evidence of surging corporate investment in technology and says managers presumably are doing so because they believe it will enhance productivity and profits. "The anecdotal evidence is ample," he says.

Anecdotal? Economists are supposed to eschew that. Yet the most powerful evidence of the way the Digital Revolution has created a new economy comes from the testimony of those embracing it. A manager at a service company in Kansas talks about

not having to raise prices because he's reaping increased profits through technology. An executive of an engine company in Ohio tells of resolving an issue with colleagues on three continents in a one-day flurry of E-mail, a task that once would have taken weeks of memos and missed phone calls. At a Chrysler plant in Missouri, a shop steward describes labor-saving technology that his union members embraced because they see how their factory, which had been shut down in the late '80s, is now expanding. And the greatest collection of anecdotal insight, the stock market, has spent the year betting on ever increasing profits.

Of course the microchip, like every new technology, brings viruses. Increased reliance on technology has led to the threat of growing inequality and a two-tier society. Workers and students not properly trained will be left behind, opening the way for the social disruptions that accompanied the shift to the industrial age. At a time when they are most needed, schools have been allowed to deteriorate, and worker-training programs have fallen prey to budget austerity. For all the spending on computers and software (\$800 billion in the U.S. during the past five years), the most obvious investment has not been made: ensuring that every schoolchild has a personal computer. Grove himself says this

would be the most effective way to reboot education in America, yet he and others in the industry have been timid in enlisting in such a crusade.

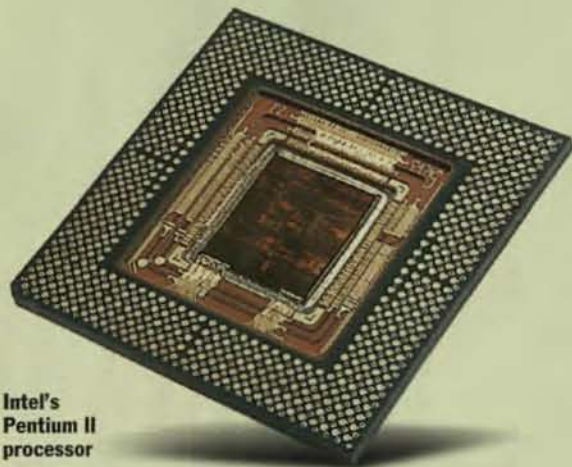
In addition, though wage stagnation seems to be easing, workers' insecurity remains high. The layoffs that have accompanied technological change have been burned into their minds like code on a ROM chip. The weakening of labor bargaining power, inherent in a global economy where jobs and investment can be shifted freely, has led to what William Greider in the *Nation* calls a "widening gap between an expanding production base worldwide and an inability of consumers to buy all the new output."

There are also more personal concerns. Computer networks allow information to be accessed, accumulated and correlated in ways that threaten privacy as never before. Unseen eyes (of your boss, your neighbor, thou-

sands of marketers) can track what you buy, the things you read and write, where you travel and whom you call. Your kids can download pornographic pictures and chat with strangers.

But these challenges can be surmounted. Technology can even provide the tools to do so, if people supply the will. As Andy Grove says, technology is not inherently good or evil. It is only a tool for reflecting our values.

If the Digital Revolution is accompanied by ways to ensure that everyone has the chance to participate, then it could spark an unprecedented millennial boom, global in scope but empowering to each individual, marked not only by economic growth but also by a spread of knowledge and freedom and true community. That's a daunting task. But it shouldn't be much harder than figuring out how to etch more than 7 million transistors on a sliver of silicon. ■



Intel's Pentium II processor







MAN OF THE YEAR

# A Survivor's Tale

By JOSHUA COOPER RAMO





## BUDAPEST: DECEMBER 1956.

The Red Army had been streaming into the city for a month, brutalizing Hungary's October revolution. The foggy nights, filled all fall with the sounds of ecstatic students, were now split with the jostle of machinery—10 divisions of Soviet tanks—and the uneven light of Molotov cocktails thrown through the rain. Fear blossomed in the dampness. The Premier vanished.

The boy—lean, strikingly handsome—hoped the tumult would pass. During the day he buried himself in schoolwork. Nights he passed at home. But over his books, across his strong Hungarian coffee, he heard rumors: the Russians were rounding up students. Children were disappearing. Trains were leaving for the frontier.

He longed to ignore the stories. He had already lived through the horror of the Nazis, outsmarting



# MAN OF THE YEAR



**LEFT** Grove, the budding student. At age 4, shortly after this photo was taken, he nearly died from scarlet fever, which left him hard of hearing

**BELOW** Grove at 19 with his father, a dairyman, and his mother. He left them when he fled Hungary but brought them to the U.S. in 1965

**RIGHT** Grove as a graduate student next to the oil tunnel he used for Ph.D. research at U.C., Berkeley

**FAR RIGHT** Grove married Eva in 1958; the *New York Times* trumpeted Grove's CCNY graduation



the SS, avoiding Budapest's brownshirts. One day his mother had bundled him into the house of a "courageous acquaintance," where they sweated out the pogroms of 1944. He saw his father return from the labor camps on the Eastern front, a proud, garrulous man shriveled by typhoid fever and chilled by pneumonia. Boys at school mocked him: before the war as a Jew, after the war because his father was a businessman (a dairyman, but that was enough). In his government file the boy was already an "enemy of the classes." He wasn't going to wait for the Soviets.

So he ran. With his best school friend he hopped a train westward, as close to the Austrian border as they dared. Twenty miles out they were tipped about police

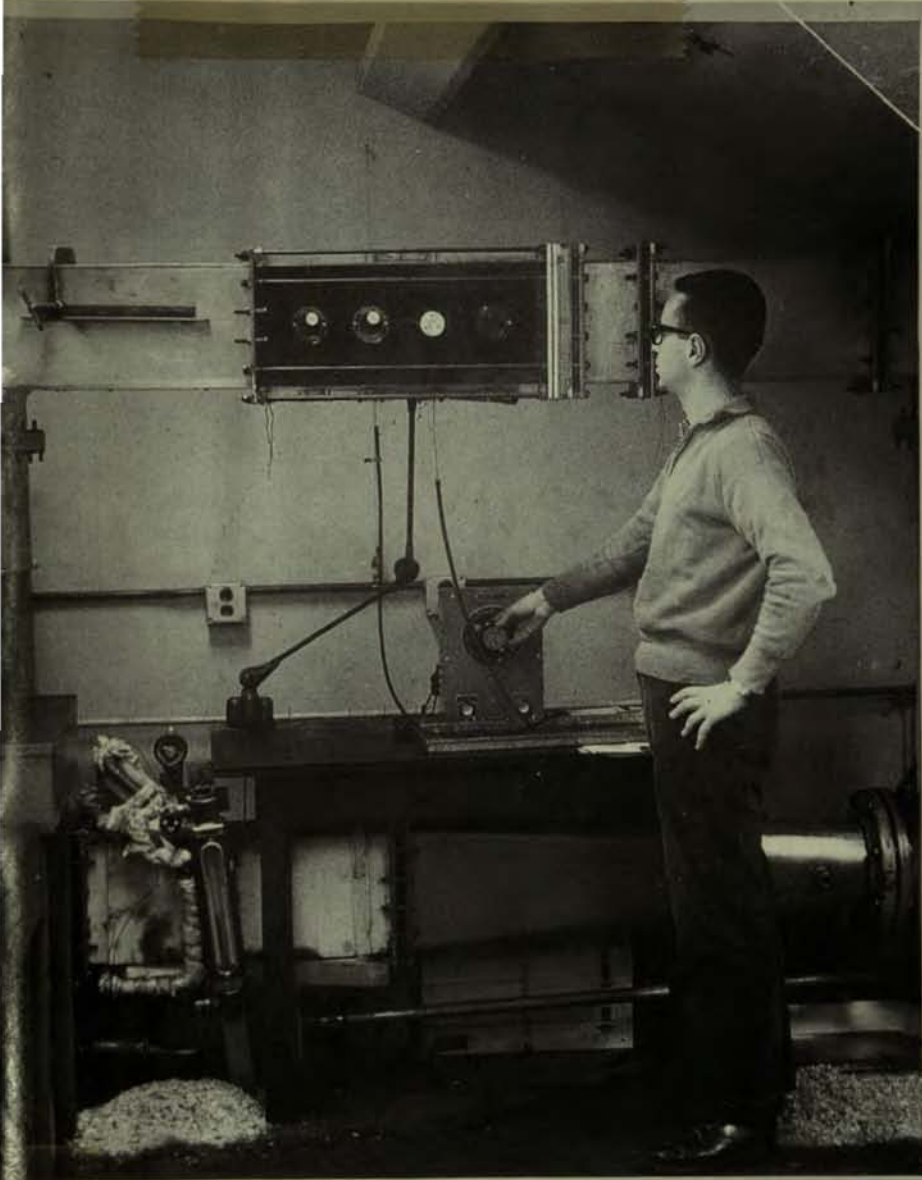
checkpoints ahead. The news was grim: the Russians were storming through the countryside, arresting everyone they could. The two would have to race the Red Army to the border. And since no one would guide them, they gathered the last of their money, the last of their courage, and bought directions from a hunchbacked smuggler who spoke of secret byways the Russians hadn't yet discovered.

And so, hours later, he found himself facedown in a muddy field somewhere near the Austrian border—but how near? Soldiers marched by, dogs barked, flares lit the night. Then a voice cried out, in Hungarian, the words paralyzing him with fear: "Who is there?" Even 40 years later, as he laughs at the memory, his eyes harden; he shifts

his neck under his collar. Had the smuggler betrayed him? "We thought, 'Shit, this is it.'" The man shouted again. Now at the limits of his courage, the boy finally answered: "Where are we?" "Austria," came the reply. The relief poured cool as the rain. András Gróf, a name he would later Americanize to Andrew Grove, stood up and picked his way toward the future.

**IT IS HARD TO DEFINE THE COMPONENTS** of greatness, but surely survival is among their number. And Andrew Grove has always been, if nothing else, a survivor. From that terrifying night (or a hundred equally terrifying nights spent eluding the Nazis), Grove, 61, has been pushed by a will to live as other men are fired by a taste





15, 1960.

## REFUGEE HEADING ENGINEERS' CLASS

Student Who Left Hungary in '57 to Get Degree From City College Today

A Hungarian refugee who three years ago didn't know horizontal from vertical—in English—will be graduated from City College today at the head of the class of engineering students.

Andrew S. Grove, the refugee, came to the United States in 1957 after the unsuccessful revolution in Hungary.

"I could read and speak English a little," he recalled, "but I couldn't follow the language when it was spoken, and I was bewildered by the technical terms in my science courses.

"Words like 'angle' or 'vertical' or 'horizontal' in a course on mechanics for engineers were foreign to me. I had to go over each day's work again at night with a dictionary at my side."

Mr. Grove, who is 23 years old, had studied chemistry in Hungary. He took chemical engineering at City College. But when he came to this country he was not sure he would ever continue his education because of the cost.

Almost Missed College

for power or money. Intel, the firm that Grove built, has survived in one of the most tumultuous industries in history, emerging to become one of the most powerful companies of our age, with a stranglehold on one of the transformative technologies of the 20th century. And though Intel's spotless clean rooms, its brilliant engineers and its bunny-suited workers seem far removed from that Austrian hillside, few places better reflect the sense of urgency with which the firm operates. Grove has it boiled down to a mantra that is as fresh as it is chilling: "Only the paranoid survive."

Intel, of course, has done much more than survive. Founded in the summer of 1968 by Gordon Moore (one of the great chemists of the century) and Robert Noyce (a

co-inventor of the integrated circuit), it has blossomed under Grove's leadership into the world's pre-eminent microprocessor manufacturer. From a standing start in 1981, when IBM introduced the first personal computers, they have populated the planet at an astounding rate. And of the 83 million machines sold this year, nearly 90% get their kick from an Intel chip. So do anti-lock brakes, Internet servers, cell phones and digital cameras. And who knows what products not yet invented will be powered by the chip 10, 20 years from now?

Intel has ceased being just a Silicon Valley wonder. It has become a weather vane for an entire digital economy, a complete ecosystem of drive manufacturers, software houses and Web programmers



## MAN OF THE YEAR

whose businesses depend on escalating PC growth. Because Grove and his firm control the blueprints of the PC, he is in the unique position of being able to tell customers what to do. Intel sets release dates for new chips, dictating the pace of the computer industry with the confident aplomb of fashion designers raising or lowering hemlines. It's the sort of ironfisted market grip that rarely exists outside economics textbooks: one superefficient firm with monopoly-like returns gliding past competitors and, not incidentally, racking up huge profits. (Ten thousand dollars invested in Intel on the morning of Bill Clinton's first Inauguration would be worth nearly \$90,000 today.)

It has not been easy. A history of the semiconductor business reads like a chapter of the *Iliad*: Unisem, dead of obsolescence; Advanced Memory Systems, killed by management; Mostek, slaughtered in a Japanese RAM invasion. Intel has endured crippling chip recessions, one Federal Trade Commission probe and a nasty public flogging over its flawed Pentium chips in 1994. Now the prospect of cheaper computers using cheaper chips, not to mention the threat of economic troubles in Asia, looms. But no firm does more reliable (or profitable) work in the tiny molecular spaces that Intel has colonized. It is the essential firm of the digital age.

Grove's dogma of relentless change and fearless leadership echoes from IBM in Armonk, N.Y., to the Great Hall of the People in Beijing. He is a perennial cover boy for the business magazines. Yet, he insists in his usual point-blank locution, "I haven't changed." He is a protective father of two daughters (he has asked us not to reveal their names or occupations), a spirited teacher (his Stanford business-school course is an annual sellout) and, almost incidentally, is worth more than \$300 million. His 5-ft. 9-in. frame—honed by hour-long morning workouts, coiled by nervous energy—seems as tightly wired as one of his microprocessors.

At work he operates from the same kind of cubicle that everyone else at the company gets. (One perk: a view. Of the parking lot.) He keeps a support staff of three busy. He has developed his own special "mail codes"—*fu* for "follow up"—that let him zip through his In box with special efficiency. A faithful assistant once put together a Grove-to-English dictionary for new assistants bewildered by the CEO's avalanche of time-saving abbreviations.

Grove is not all work: he skis, bikes with his wife Eva, listens to opera. He occasionally breaks out into a wild, disjointed boogie (his kids call it *grooving* instead of *grooving* and recall the time Eva snapped



INTEL

her ankle on their shag carpet as the two danced to the sound track of *Hair*). The dance step is typical: Grove is a passionate, if disjointed man. He is a famously tough manager who, late at night, can still fill Intel's offices with a rolling laugh. He is a man who lost most of his hearing when he was young, but who soldiered through the toughest science classes flawlessly by lip reading and compulsive study. (His hearing would later be restored after five reconstructive operations over 20 years.) And though Grove says he is a "whiner" when it comes to minor ailments, he is a man who coldly eyed a diagnosis of prostate cancer, researched the options and ignored his doctors' advice to pursue his own, so far successful, therapy. "Ruthless

intellectual honesty" is the way friends describe Grove's strongest characteristic. Andy has another word for it: "Fear."

### ANDRAS GROF WAS BORN ON SEPT.

2, 1936, in Budapest, the son of George, the dairyman, and Maria, a bookkeeping clerk. His father, a gregarious, easygoing man with a strong, logical mind, left school early and taught himself business and accounting—everything he needed to know to run a small dairy service. Grove's mother, a spare, lovely woman, raised him in their two-room 19th century apartment. From an early age Grove was marked as the son of a capitalist and as a Jew. His parents hoped that with hard work he could overcome the prejudices.





**SEMI-TOUGH** Intel was shaped by fire and finesse. Noyce, center in this 1975 photo, brought vision; Moore, astonishing brainpower; Grove, relentless drive

The rest of the world calls it World War II. Grove won't discuss his life in Budapest during the war. And though he travels the world, he hasn't returned to the city and swears he has "no interest in going back." He recently ran into billionaire George Soros, who was also a Jew living in Budapest in 1941. Soros has called the years the most important of his life. Grove calls Soros "totally different from me in that respect." The time, he insists, hasn't marked him. But late at night, over Scotch and sushi—Grove is partial to eel—the stories slip out.

His father disappeared in 1941—just vanished after being drafted into a work brigade. What had happened? No one knew, but they did know that Jewish men around Eastern Europe were disappearing like a morning fog. Then in March 1944, the Germans occupied Budapest and, Grove says, "they began rounding us up. Not us, actually, because my mother and I were in hiding, but Jews. Jews they were rounding up." He blinks and sips at his Scotch.

His eyes become brimful and wet. He speaks in his deliberate, still accented English: "I was eight years old, and I knew bad things were happening, but I don't remember the details. My mother took me away. She explained to me what it meant that I would have a different name, that I cannot make a mistake, that I had to forget my name and that I couldn't, if they said 'Write your name,' I couldn't write it down." He became András Malesevic. The Grófs, mother and son, living on stolen papers, pretended to be acquaintances of a Christian family. "They took us in at a very serious risk to themselves," he says. His wife Eva glances across the table, uncertain about this new territory Andy is wandering into. "What happened to them?" she asks. "Did you lose contact with them?" He pauses. Shakes his head. "I don't know. We didn't know them that well, you know. That's the strange thing." Quiet settles over the table again. I ask, "But they did the right thing?" Grove offers a chilling display of his pragmatism. He looks at me, dry-eyed now: "They did the right thing because it worked. If they had got killed over it, it wouldn't have been the right thing."

For Grove, the right thing after the war was to try to fulfill his parents' dream—his father, somehow, had survived the Eastern front—of his getting into college. Science

was not his first passion. At 14 he joined a local youth newspaper and fell hard for the joys of journalism: writing, thinking, exploring. "I loved it," he recalls—until a relative was detained without trial and Grove became persona non grata at the paper. Nearly 40 years later he wrote, "I did not want a profession in which a totally subjective evaluation, easily colored by political considerations, could decide the merits of my work. I ran from writing to science."

In particular he ran to chemistry. His native curiosity made him a standout, especially after he discovered that he had an intuitive sense about molecules, an ability to mentally manipulate the tiny structures faster than most people could work them on slide rules and paper. "He was by no means a nerd," recalls Janos Lanyi, his best friend and the man who ran for the border with him. Lanyi recalls days when the two would row out to the center of a country lake, fold in their oars and study science in the springtime sun. "He was very outgoing," Lanyi says. "You could always hear him singing—in gym class, in lab."

This was another Grove passion: opera. Seduced by *Carmen's* "Toreador March" as a youngster, Grove dreamed of becoming an opera singer. He took lessons and sang around school. And in the weeks before he fled Hungary, Grove and a handful of classmates sang the first, murderously lovely scene of *Don Giovanni* in a Budapest recital. Grove can't remember if he took the part of the footman Leporello (who beseeches, "*Potessi almeno di qua partir!*" [I wish I could escape!]) or the blackguard Don Giovanni (who bellows, "*Misiero! attendi se vuoi morir!*" [Wretch, stay if you would die!]) in the performance. He took the Don's advice.

When the Soviets entered Budapest, Grove knew that was the time to leave. "There were growing rumors of people being rounded up on the street," he recalls. "I said, 'I could sit on my ass here and go out for a loaf of bread one day, and you'll never see me again. Or I can get out.' In today's terminology, one had an upside and the other didn't." Grove, not for the last time, bet his ass on the upside.

#### THE YOUNG MAN MADE HIS WAY TO

New York City, where the apparent equality of American life astonished him. "I grew up to be 20 years old, and I was always told I was undesirable for one reason or another," he says. "I got to the United States, and I expected there would be some of the same because I was an immigrant. And there wasn't." From his spot in a cramped one-bedroom apartment in Brooklyn, where he was housed by an aunt and uncle who had left Hungary in the

At age 4 he nearly died. Budapest was swept by a scarlet fever epidemic, and young András succumbed. He remembers waking up in the hospital and thinking to himself, "I'm dead. I'm in my grave looking up at the sky." The fever left a mark: his eardrums were perforated like a colander, the result of a middle-ear infection.

What came next is the thing his daughters call "what Dad doesn't talk about."



## MAN OF THE YEAR



'30s, Grove devoured Eisenhower's America.

He enrolled at City College of New York, a free school that had become a kind of immigrant Oxford. He tore through the place—nearly all A's—and finished just shy of summa cum laude. (He totaled his car shortly after getting that news from a dean. "I got a C in Faulkner," he explains today, still annoyed. "My third year speaking English, and I'm reading Faulkner!") But when he graduated in 1960, the *New York Times* trumpeted the success. His professors knew they'd hear from him again. "I was a little astonished by that kind of ambition," says Morris Kolodney, now 86, a CCNY professor who was Grove's freshman adviser. "There's some advantage in being hungry."

He was also in love. His wife Eva, a refugee herself, recalls their first meeting at a New Hampshire resort where they both worked in the summer of 1957—he as a busboy, she as a waitress. Eva recalls the encounter ("He had a bad accent, even though he doesn't think so!") as a lightning bolt: "I walked into this room, and there were a bunch of guys. One shook my hand, and it was, you know, like shaking a limp fish. But then there was this really good-looking guy who shook my hand, and I was just like, wow!" She still smiles at the memory, rolls her blue eyes and swallows a giggle. In June 1958 they were married.

The two moved out to California, where Grove entered the Ph.D. program

at the University of California, Berkeley. Again he was a star. When he graduated, he had the pick of American research corporations. Grove narrowed his choices: prestigious Bell Laboratories or Fairchild Semiconductor, a start-up staffed by a handful of brilliant engineers. Grove, who says he has "excellent antennae," listened to the Berkeley buzz and came back with a sense of the future: Fairchild.

In the early 1960s, the computer industry was in the midst of a benign revolution—and Fairchild was a breeding ground for revolutionaries. Early computers were fast, but attempts to make them faster were running into a thermodynamic wall: every time you asked the computer to think harder, it got hotter, like a grad



# ANDREW S. GROVE

**POWER CUBE** Grove works from an 8-ft.-by-9-ft. cubicle, just like other Silicon Valley monks at Intel. He is clearly of the clean-desk/clear-mind school. True to the company's no-frills culture, he's a regular at Intel's cafeteria



student sweating his orals. The heat came from vacuum tubes, which acted as giant on-off switches, holding and releasing electrical charges. (A central "computer" tallied up all the on-off signals as ones and zeroes, and translated the results into real mathematics.) But the tubes, which sucked up huge amounts of energy, represented a limit on the power of these early computers.

The logical solution was to replace the tubes: build a device that performed the same role—storing electrical charges—but that was less temperamental. The device was an electrical "switch" called a transistor, essentially a tiny electrical gate that controlled the flow of electrons that computers needed to do their math. Yet wrangling in-

finitesimally small electrons into place demanded phenomenally pure chemical surfaces. In the 1950s and '60s this was an act of near alchemy, certainly beyond the capabilities of most scientists. What the world needed was a reliable base for these circuits. What would it be?

**THE ANSWER, OF COURSE, TURNED** out to be what gave Silicon Valley its name. Gordon Moore (who ran Fairchild's research arm and later became Grove's mentor as CEO of Intel) believed you could store those charges with an integrated circuit made by sandwiching metal oxide and silicon into an electrical circuit called an MOS transistor. Unlike trickier semiconductors, silicon is both a wonderful

conductor of electrical charges and a nearly bottomless sink for heat, meaning it doesn't melt down as you push electrons under its surface at nearly light speed. Because it is made from refined sand, silicon is abundant as the earth.

And, in MOS, unstable as hell. One day you'd run a voltage through a sample and see one thing; the next day you could run the same voltage through the same sample and get a different reading. It was a nightmare. Of course, if you could fix that little problem, you'd be onto something big.

On his first day of work, Grove knew exactly none of this. He merely wanted to make a good impression. Nervous? You can't imagine. Here he was, trained as a



MAN OF THE YEAR







fluid dynamicist and going to work in materials chemistry. (The math, everyone promised him, was pretty much the same.) Someone asked him to study the electrical characteristics of MOS. Grove delivered a sharp, comprehensive report. His bosses were impressed.

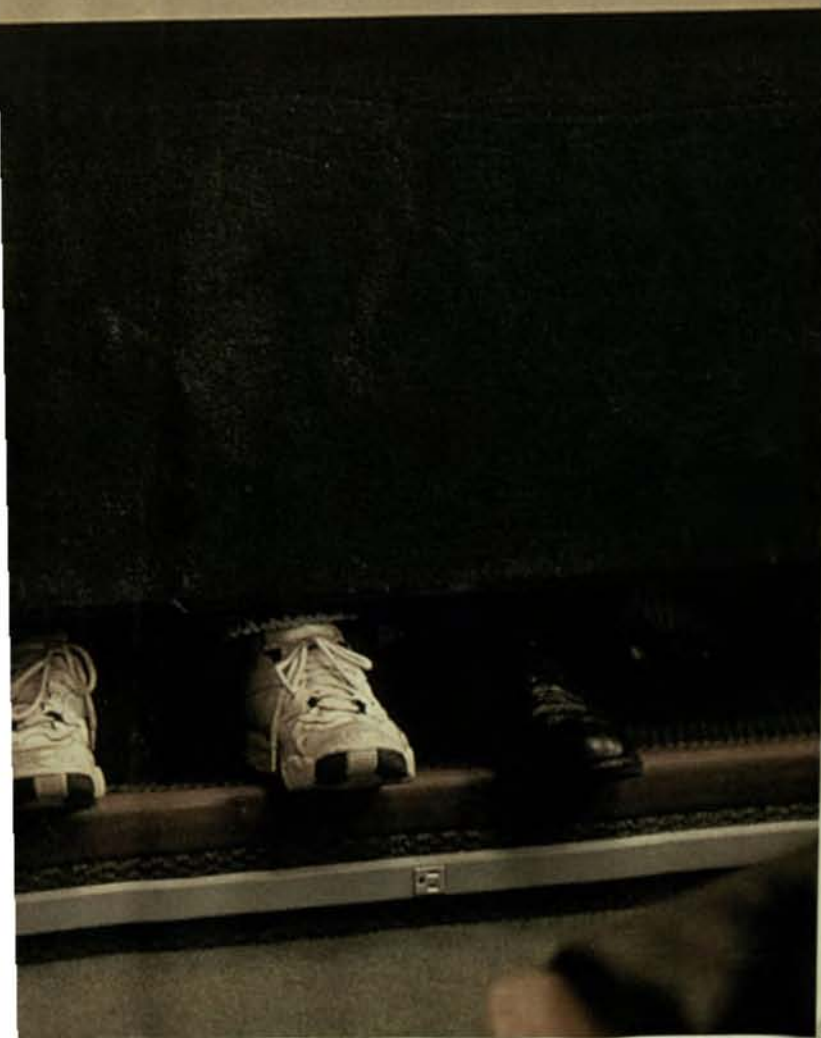
Grove and two colleagues he discovered in the company cafeteria—Bruce Deal and Edward Snow—then set out to make silicon usable. After months of work, they discovered that most of the MOS instability was traceable to an impurity—sodium—introduced when the chips were cured. Like a drop of lemon juice added to a cup of milk, sodium soured the precious semiconductors. The discovery solved a fundamental problem in materials science and set the stage for the semiconductor revolution. Grove and his team won one of the industry's most prestigious awards for the work. At home, Eva got a hint that Andy might not be your ordinary Hungarian busboy. It was the kind of scientific triumph Grove craved—proof of the American meritocracy. At Fairchild, however, none of the suits cared.

#### BY 1968, NOYCE WAS FED UP WITH

Fairchild. The firm was blowing up: engineers were leaving, top execs didn't understand the semi business, and science was being replaced by politics. Noyce phoned Arthur Rock, now the éminence grise of Silicon Valley investing, and told him that he and Moore wanted to start their own semiconductor company. Fairchild, he said, was finished. Rock (who holds nearly \$500 million of Intel stock today) raised the money nearly instantly. Moore told Grove of the plan one day when they were at a conference in Boulder, Colo. The decision to join his bosses was made, Grove says, "almost instantly." Someone suggested the name Integrated Electronics, which was shrunk instantly to Intel.

Intel did not enjoy an uninterrupted march to greatness. The problem wasn't any lack of candlepower—Noyce, Grove and Moore were a dream team. The problem was the business itself. It kept changing. Just as Intel's leaders decided the future was in, say, selling dynamic RAM (a kind of short-term computer memory), messages started trickling back that sales were tanking, customers were evaporating and, ahem, top management had better pick a new strategy. It was a miserable

**CLASS ACT** At Stanford, Grove teaches survival in the digital age. It's "like learning from God," says a pupil





## MAN OF THE YEAR

way to run a company: desperately leaping into lifeboats, always at the last possible moment. One night Grove dreamed he was being chased by a pack of wild dogs. "It was a pressure cooker," he says.

### BUT MISERY LOVED THE COMPANY.

The years of anguish produced rich rewards made possible by some neck-snapping breakthroughs. The key to the success dated back to an insight Moore had in 1965. Sitting down with a piece of log paper and a ruler, he drew a simple graph. On the vertical axis he tracked the growing complexity of silicon chips, along the bottom he ticked off time, and then he plotted the points out a few years. The resulting line, he saw, showed that chip power doubled roughly every 24 months, even as costs fell by half. The rule (amended to 18 months) became known as Moore's law. Though it frustrates consumers—it's the reason that \$2,500 PC you bought will be obsolete in a year—the law has given Intel a road map, allowing the company to shift resources ahead of demand rather than jumping crazily after the fact.

Moore is a shy, methodical man. He has the careful outlook of someone who has spent his life trying to get molecules to behave. Early on Moore saw something special in the young Hungarian and decided to nurture it. In 1970, as the two were strolling through the zoo in Washington, D.C., Moore told Grove, "One day you'll run Intel." For the next two decades Moore shaped and polished Grove's thinking about everything from plastic packaging to Japanese trade. "He was," says Grove, "a father figure." In 1979 Grove became president, and when Moore stepped down as CEO of Intel in 1987, Grove stepped up. (At 68, Moore still works three days a week but probably not for the money: he holds close to \$7 billion worth of Intel stock.)

For all the fear it inspires in competitors, Intel looks harmless enough. The firm's Santa Clara headquarters is an off-blue Dilbert maze, a land of cubicles, coffee cups and security badges. Bob Noyce, who died in 1990, smiles reassuringly from a 5-ft.-high black-and-white photo in the lobby. Inside, Grove and Moore work from 8-ft.-by-9-ft. cubicles accessible to anyone bold enough to wander by for a chat. There are no special privileges. If Grove rolls in late, he has to prowl Intel's jammed lot looking for a space just like any

shavetail engineer. Craig Barrett, 58, Intel's president, sometimes shows up in lizard cowboy boots, often en route to his ranch in Montana from Japan or Malaysia. They are known universally as Andy and Craig. The just-folks culture did not originate at Intel—credit Bill Hewlett and David Packard—but Intel perfected the industrial-size version. Last winter the company announced that all its employees would begin to receive lucrative stock options. Already Intel has produced thousands of millionaires.

Do not confuse casual with unchal-



**BINARY RELATIONSHIP** Grove and wife Eva, married 39 years, still ski and bike together. They met while he was working as a busboy at a resort

lenging. Grove sets the tone, and it is always demanding. The people (mostly men) who work for him have inherited (and enforce) an engineer's creed that brings a bloodless "just fix it" intensity to everything from human relations to fabrication. "When I was at Intel, one of the most important values was discipline," says venture capitalist John Doerr, who worked for the firm for six years in the 1970s. "Andy Grove had no tolerance for people who were late or meetings that ran on without a purpose. It wasn't that he was

a hard ass; it's just the nature of their business. There's no room for error."

For years Grove enforced that narrow margin with a quick, violent temper—the polar opposite of his mentor, Moore. New employees at Intel suspected it was a management trick: Andy getting mad to get results. What they discovered was that the anger was real. Grove had an internal code of excellence, and when someone didn't live up to it, he hammered him. In 1984 *FORTUNE* named him one of America's toughest bosses. Sometimes even he recognized that he had gone too far. "After I cooled down, I apologized," he wrote of one '80s encounter that had him bellowing at a manager. "But by then it was too late. A loyal, experienced and valuable manager had been so hurt that no apology could get through to him."

But the merits of that no-b.s. culture became clear as the world around Intel began to crack. Starting in 1976, the firm sailed into one iceberg after another: weak demand for memory chips, factory problems, ruthless Japanese "dumping." In 1981, when Intel steamed into yet another exhausting chip slowdown, Grove decided that instead of laying off employees he'd order Intel's staff to work 25% harder—two hours a day, every day, for free. The "125% solution" turned Santa Clara into a sweatshop (a few particularly dyspeptic engineers took to wearing sweatbands to highlight the point), but Grove's message was clear: Intel would do whatever it took.

The biggest iceberg came in 1994, when Intel released millions of flawed Pentium chips. The problem was small, an internal routing glitch that caused a mathematical error. Intel took solace from the fact that this occurred so infrequently that most users could leave their PCs on for years without running into a problem. Intel's hyper-rational, Grove-trained engineers told concerned callers not to worry unless they were planning to sweat some advanced astrophysics problems that weekend. The callers hung up and dialed CNN. And the *New York Times*. And the *Wall Street Journal*. Grove, who was on a Christmas ski trip at the time, was floored. "He had really punched himself in the face," says one of his daughters, who watched him grimly ride the lifts for three days. "We were all like, 'This too shall pass,' but he just went inside himself."

After a weekend conferring with his top



advisers, Grove decided to switch courses, and on Monday, with typical Intel discipline, he turned the company around. By the middle of the next week, Intel had agreed to spend \$475 million to replace Pentiums. The company even offered in-home service. It was, says Grove, "a difficult education." It also turned, perhaps, into a bonanza. Intel's name became better known than ever. And once the firm agreed to replace any chips, customers began to appreciate its commitment to getting things right.

The real message was simpler: confronted with another disaster, Intel had survived. Again. It was as if Grove's personality and the characteristics that had served him best over the years—courage in the face of fear, passion in the face of discomfort—had been transmitted like tiny electrons into the substrate of Intel's tens of thousands of employees. Grove had saved the chip. Next it was time to save himself.

**"ANDY, YOU HAVE A TUMOR." HE** felt a warm unease. Grove is a steely man, but these weren't words he had expected to hear at 58. Grove discovered in late 1994 that he had a tumor growing on the side of his prostate gland. It wasn't immediately life threatening, but the doctors couldn't seem to agree on a course of action.

Grove, the scientist, pursued one on his own. He hit

the library. "I read until I found that when I picked up an article, I had read it," he recalls. "I hadn't done that much research since I got my Ph.D." In the mornings Eva would drive to Stanford and copy the latest journals. At night Grove would paw the trove, looking for something new.

A doctor suggested surgery. Grove continued reading. "If this wasn't your life here," his wife said to him one morning as he pored over charts, "I'd say you were having fun." Well, Grove was kind of having fun—his scientific mind was engaged by the prostate-cancer research. A second doctor offered another opinion: radiation-seed therapy. Grove kept reading. "You know," says Eva, "I was surprised by how he reacted to the disease. Normally he's a baby. Anytime someone has a headache, he's saying, 'Oh, it's cancer.' But this time it really was cancer. He was tough." A third doctor, a third opinion: the best solution is to watch and wait. Grove listened to them all and then picked the course he's chosen for years. "I bet on my own charts."

Grove bet his life on a "smart bomb" of high-dose radiation, a new procedure that he felt offered the best chances. It seems to have put the cancer away for now. Grove won't say he's "recovered," just that levels of the telltale prostate-specific antigen (PSA) in his blood have sunk.

The cancer, he insists, hasn't changed him. But it

has changed his life. Eating with Grove most days is like a trip to a vegan commune—tofu, veggies, five servings of fruit a day, a palmful of antioxidant pills. He continues to dig through prostate-cancer research and sits on the board of CapCure, Michael Milken's prostate-cancer foundation. Last spring Grove uncovered a yet-to-be published study showing a link between calcium intake and the spread of prostate cancer to the rest of the body. He rushed to the CapCure doctors and persuaded them to reduce a longstanding recommendation to take calcium supplements. Who could argue with a man who was betting his life?

He has PSA tests every four months now. "It's an unusual thing. Most cancers don't have scorecards," he says. "But here you go and give blood, and a day later, they tell you the rest of your life basically." Andy Grove, face to face with death three times a year. Surely he must love this. "I worry about it the last month of the four. It's not logical, but it's very observable and real. When I enter the month of the test, my stress notches up. And then as I get closer, I get more nervous. And then when they draw the blood, it's unimaginable—a new level of anxiety starts, and it continues until I get my results back." The tests, so far, have yielded only one surprise: Andy Grove isn't bloodless after all.

His children could have told you that years ago. Grove has always been fully flushed with fatherhood. "He was a wonderful father," recalls his older daughter. Says his younger: "Being Andy Grove's

**TIME OUT** Grove guards his leisure hours. He reads—pulp thrillers are a favorite—and hits the slopes when he can





child isn't for the faint of heart. But if you can roll with it, it's great." Case in point: Grove always worked to include the kids in his business travel. But he made the girls write reports on the countries they were visiting: Italy, Spain, England. A nickel a page. "That's how we'd get our spending money," recalls a daughter. "Luckily, my grandparents would kick in a little more." Grove's parents moved to the U.S. in 1965. His father died in 1987; his mother lives in California.

His marriage to Eva—the daughters call her "Eva the Saint"—has been the essential constant in Grove's life. He is clearly still nuts about her. There is a world-worn gentleness in their touch. She takes care of him: lays out his breakfast, orders the small details of his life, helps him find whatever he needs. Grove's big eyes—which in meetings can penetrate the skull of an unprepared executive at 50 ft.—are at their softest when he rests them on Eva.

**THE TWO OF THEM ARE STILL TRYING** to figure out what to do with all their money. The wealth is a surprise. Eva re-

calls the day when Grove got options in 1968: "I had higher hopes for Intel than he did. When he got his first options, I thought, 'Hmm. If that gets to be \$100, then ...' And he said, 'Ach! It's never going to be \$100.'" Try \$10,000. The Groves today are worth north of \$300 million.

He could almost not care less. Grove doesn't spend his money on planes, giant homes or fast cars. He lives on a relatively modest scale. He and Eva plan to leave their daughters "comfortable," but the bulk of his fortune will go to charity. The Groves have endowed 10 chemistry scholarships at CUNY, made contributions to prostate-cancer funds and supported the International Rescue Committee, which brought Grove from Vienna to America. (He still remembers the day the IRC representative in Manhattan sent him out on Fifth Avenue with a blank check to buy the best hearing aid he could find.)

Mostly, though, he continues to fret about Intel's future. The firm faces dozens of challenges—from cheap PCs to antitrust investigations—and Grove is engaged in

the meta-movements of the technology world more deeply than ever. Says David Wu, an analyst at ABN AMRO Chicago: "I used to have a lot of problems with Intel, but every time I asked them a question, they had already thought about it."

Grove polishes Intel strategy twice a year with a half-day "state of the industry" report to Intel's directors and top executives. After the presentation, the CEO submits to an intellectual firing squad led by the likes of Rock and Moore. Grove's performances, say those who have seen them, are a mixture of showmanship and brainpower, as if Albert Einstein were guest host of the *Tonight Show*. "Andy thinks faster than most people, certainly than me," says Rock, who has made billions betting on firms such as Intel and Apple. "I would hate to compete with Intel."

So do Intel's competitors. If Grove is tough on people inside Intel, he is brutal with competition. Intel's current victims are Advanced Micro Devices and National Semiconductor, but no single firm poses much of a threat. Intel, says AMD CEO

## Another Silicon Valley Recession?

By DANIEL KADLEC

**I**F ANDY GROVE IS SO SMART AND TECHNOLOGY COMPANIES SO HOT, why are Intel and just about every other tech stock falling off a cliff? Wasn't it only four months ago that our Man of the Year's company proudly sported a \$100 stock? Now it's at about \$70. Click on that, new-era geeks. The stock market may be chaotic and irrational from day to day, but over longer periods it's a pretty fair measuring stick for what's coming. The message here is that no boom lasts forever, and the one that Grove and tech-dom have been riding this decade is ripe for some kind of interruption.

That's not to say the pace of technological change is slowing. In fact, you haven't seen anything yet. Companies like Intel, Microsoft, Compaq, Cisco Systems and Oracle have plenty more cyber stuff on their drawing boards. What's in question is how much of it they will sell, how soon and at what price. One obvious problem is Asia. Tech companies were doing a lot of business there before the region's economies imploded. Intel, for example, has been getting 28% of its annual revenue there and will surely feel a sting from the slowdown.

White-hot competition is another part of the equation, and it's a jarring reality pretty much across the tech board. Success breeds imitators. Imitators flood the market with goods. Prices (and profits) come down. Again, take Intel. It supplies nearly 90% of the microprocessors in PCs world-

wide—a more commanding grip than even Microsoft's stranglehold on PC operating systems. But to protect its position, Intel has cut semiconductor prices faster than anyone expected as rivals Cyrix and Advanced Micro Devices compete furiously to supply cheaper components for the \$1,000 PCs now taking the world by storm. Intel's profit margin has eroded from nearly 63% a year ago to an estimated 58% today, says analyst Caroline Gangi at Lehman Bros. Margin erosion may be Intel's biggest problem. The company expects the figure to hit about 50% before leveling off.

Even before those obstacles surfaced, tech companies faced serious questions on the demand side. Firms have invested heavily in PCs and other "must-have" gadgets in the past few years. Sure, the stuff is really cool. But executives want to see payback before they extend the binge. It's unclear whether PCs and, say, Internet connections have made office workers more productive or simply more distracted. (Websites that seem to get the most hits are those featuring swimsuit models.) Real-world users of technology shouldn't fear that the ship is sinking. It's not. But for now tech stocks are, and investors may not get whole for a while. It's worth noting, though, that even with its recent 30% decline, Intel's shares are up fourfold in three years. Tech stocks, on average, have risen about twice as fast as the Dow Jones industrial average since June 1994. That pace was unsustainable no matter how much Grove and company may change the world. ■

Intel Corp. stock price monthly closes





Jerry Sanders, makes it nearly impossible to get access to the big customers—Compaq, Dell, Gateway—that make for economies of scale. “That’s where Intel makes it tough,” says Sanders, another Fairchild alum. “In my view Intel goes right to the edge—and sometimes over it—to exclude people from providing chips to those guys.”

Grove has so effectively squashed the competition that his biggest worry isn’t the rumblings of AMD but the strategic risk of a slowing PC market. The hottest-selling PCs this year have been dirt-cheap, sub-\$1,000 models. Growth there could wreck Intel’s business model. Says Drew Peck, an analyst at Cowen & Co.: “You can’t sell a \$500 processor in a \$1,000 PC.” And though cheap PCs are a tiny part of the overall market—businesses generally buy pricier PCs—Intel may be heading into a sea change. Intel’s buoyant stock is off 30% from its 52-week high (though it is still up nearly 100% in the past 18 months). Some analysts expect to see the stock at \$100 a share in 1998, but many investors don’t understand Intel’s business. To them the \$1,000 PC looks like death.

Grove, of course, sees it as an opportunity. He is in the midst of rejiggering Intel’s operating model so the firm can make money on sub-\$1,000 PCs. That means taking more risks and finding new applications for Intel chips. Intel has also invested hundreds of millions to “seed” demand for PCs. The firm is betting on interactive multimedia (imagine watching the Super Bowl and clicking on a player to see his stats), cable modems that speed Internet delivery and audio software that makes your PC sound like the local THX multiplex. Grove has reviewed dozens of battle plans for the company and finds the same fault with them all: not radical enough.

As Von Clausewitz craved the decisive battle, Grove hungers for the decisive risk, the bet that will guarantee Intel’s future. “Are we missing something?” Grove mused one day this spring over a lunch of tofu and ketchup, settling his silverware into a moment of quiet. “Sometimes,” he says in a rolling baritone, “the risk of omission is greater than the risk of commission.”

There are other worries. The Federal Trade Commission launched a second probe of Intel this fall. Though the firm has

escaped with a clean bill of health in the past, its dominant market share may look like a fat bull’s-eye to trustbusters. Intel’s close relationship with Microsoft—tech insiders refer to a WinTel duopoly—does seem to make competition more difficult. Grove, for one, isn’t slowing any plans because of the government. “We’re very careful,” he says, “and clean.”

Though no one talks of retirement (Grove considered it in 1987 but changed his mind), the CEO is building a management legacy. Last spring the company tapped Craig Barrett, a former Stanford materials-science professor and longtime Intel executive, as the new president and Grove’s successor. And behind Barrett is a chain of bright, driven engineers all lusting for the top spot. Meet intense contenders like Intel V.P.s Paul Otellini and



Sean Maloney, and you’ll have little worry about a leadership vacuum. Chairman emeritus Moore sometimes comes to the office, looks around and says he sheepishly thinks, “I’m not sure I could get a job here today.”

**FOR NOW, GROVE ISN’T GOING ANY-**where. He is as engaged as anyone else at the company. After 8 on most nights, after even the diehards have cleared out of the office, Grove’s cubicle still glows against the window. Rock, who has known Grove for 30 years, puts the persistent passion down to a calm inner knowledge. “Andy has been exactly the same person. He hasn’t changed. That’s the beauty of it. He has no airs.” That Grove could remain still in the midst of such a turbulent business is perhaps the best explanation of his success. Other companies chased fads or indulged

their arrogance. Grove remained constant.

And vibrant. Grove is filled with laughter and an eager joy. He is a compassionate man, with a face that seems most relaxed when it’s tucked into a smile. His younger daughter recalls her disco-theme wedding reception last summer, when her dad grabbed her cape and a friend’s crown and headed out to the dance floor with a big Grove grin. There, in front of family and friends, was András Gróf in a silver-lamé cape and rhinestone tiara *growing* to *Le Freak* as around the world, Intel plants silently cranked away to his rhythm. What were the odds of that?

Back in his school days, when Grove was studying fluid dynamics, he might have been able to tell you. As a young chemist, Grove had to master probability theory—it was the only way to predict how some molecules and atoms will behave. One of the ideas that holds probability theory together is that it is possible to understand the odds of an enormously complex event as a series of yes-or-no questions. The theory works by taking the most complicated series of events and boiling them into binary choices: either *this* can happen or *that* can happen. This is called the binomial theory.

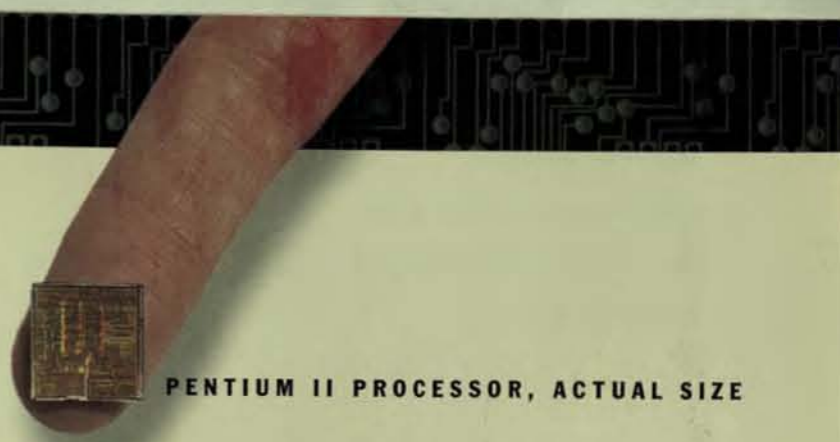
The binomial theory can, for instance, tell you the odds of one man flipping a coin 8,000 times and getting 8,000 heads—about 1 in  $10^{2400}$ . It’s a big number, but figure the odds on this: a young Hungarian boy either survives scarlet fever or he doesn’t. He either goes to a concentration camp or he doesn’t. He either escapes the Russians or he doesn’t. Grove, who believes he is good, also suspects he’s been amazingly lucky. And if you’re trying to understand why his power hasn’t bred arrogance, it’s because most of the time, when he takes a look at his life, Andy Grove thinks he’s the guy who flipped heads 8,000 times in a row.

“Lucky or good?” It’s one of the first questions you’ll get from Grove. He was lucky enough to escape Hungary; good enough to make it to the U.S. Lucky enough to find CCNY; good enough to graduate first in his class. Lucky enough to join Intel; good enough to lead it to the top. Lucky enough to marry Eva and have two healthy daughters; good enough to raise them, dancing and smiling, into beautiful American women. That’s the kind of life it’s been. Andrew Steven Grove, TIME’s Man of the Year 1997: lucky, good, paranoid. —With reporting by Daniel Eisenberg/New York

For more information, visit TIME’s Man of the Year Website at [time.com](http://time.com)

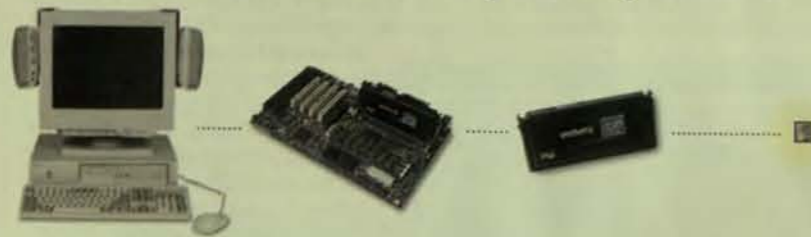


# How the Chip Works



PENTIUM II PROCESSOR, ACTUAL SIZE

■ The microprocessor acts as **the brain of the computer**, and it doles out instructions for every component



A **computer** consists of hundreds of parts, including a monitor, mouse, disk drives and keyboard

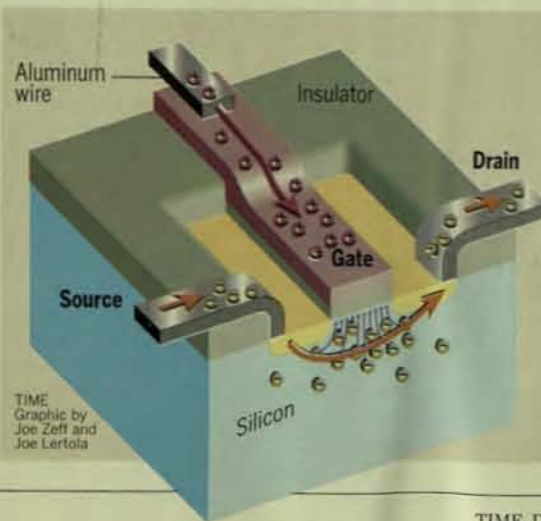
PHOTOS BY JOHN MEYER

Inside the computer is a **circuit board**. It houses all sorts of microchips, including those for ROM (read-only memory) and RAM (random-access memory)

Mounted on the circuit board is a **microprocessor**, which is housed in a protective container and connected to rows of gold-plated pins

Inside the microprocessor package is **the chip** itself. This tiny square of silicon is packed with transistors that process instructions and data for the computer

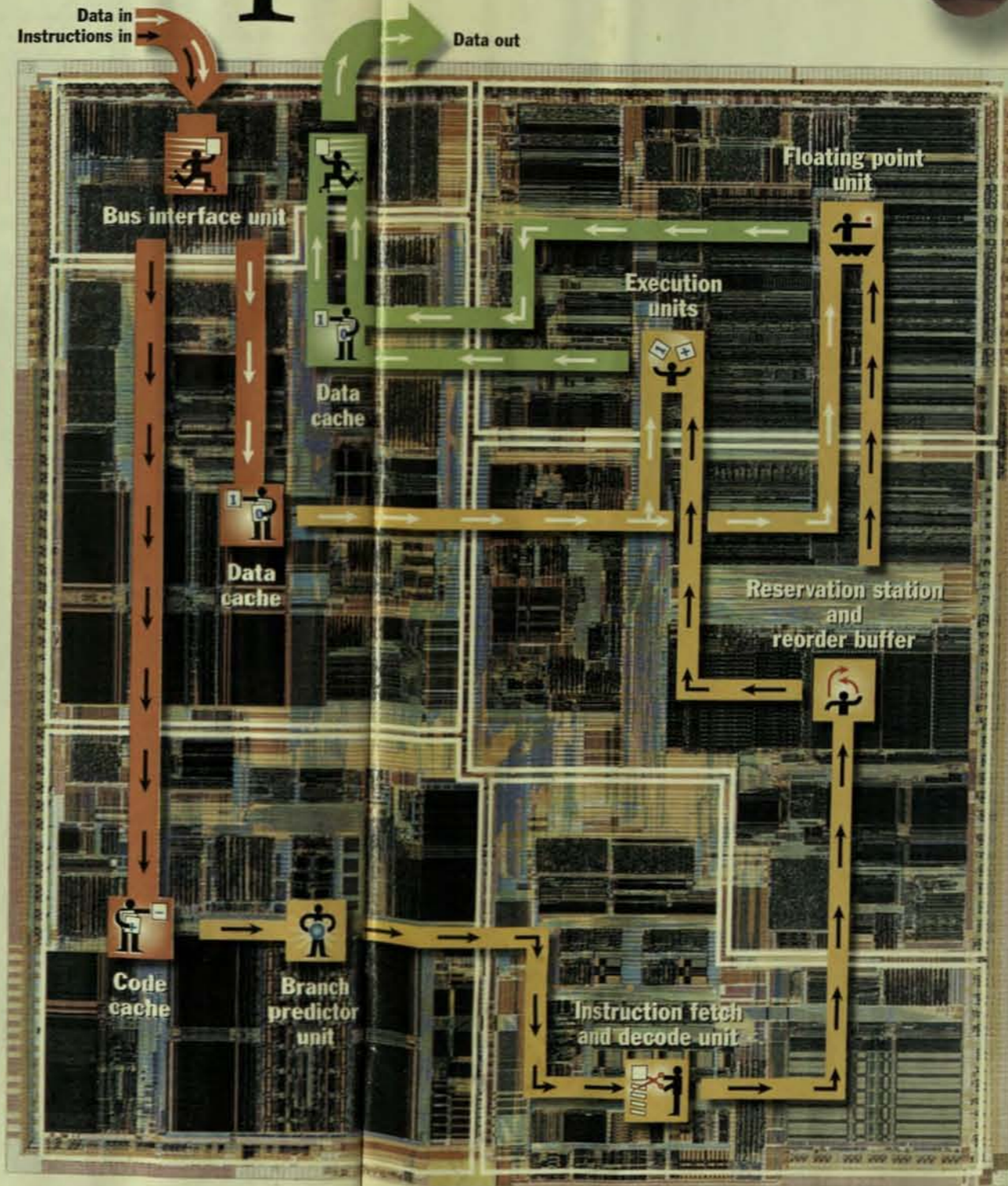
■ Scientists have managed to squeeze **millions of transistors** onto each chip



TIME Graphic by Joe Zeff and Joe Lertola

Each transistor on the surface of a silicon chip acts as a switch that can open or close a **gate**. Computers process information by manipulating sequences of opened and closed gates. A positive charge applied to the gate attracts electrons, allowing current to flow across the gap from the **source** to the **drain**. A negative charge stops the current and closes the gate

TIME, DECEMBER 29, 1997-JANUARY 5, 1998



■ A Pentium II chip can process **500 million instructions** every second. Here's how:

**Information flows into the chip ...**

- The **bus interface unit** retrieves data and instructions from the computer's main memory (RAM)
- Information goes either to a **code cache**, which stores the instructions that tell the processor what to do ...
- ... or to a **data cache**, where the data to be processed are stored until needed by other parts of the microprocessor

**... where it's processed ...**

- The **branch predictor unit** anticipates the most likely path the instructions will take, thus getting a head start on the work
- The **instruction fetch and decode unit** translate instructions into simple operations that the execution units can perform
- The **reservation station and reorder buffer** determine the most efficient order for instructions to be processed
- The heart of the chip is its **execution units**. They perform various operations and send results back to the data cache
- The **floating point unit** handles mathematical operations on the largest and smallest numbers

**... then sent out into the computer**

- The data cache ferries the processed information to the **bus interface unit**, which in turn sends the results to RAM

TIME, DECEMBER 29, 1997-JANUARY 5, 1998



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# Fairchild founder, VC pioneer dies

► **KLEINER**  
From Page D1

his parents and two siblings. Kleiner, 15 years old at the time, remained with his grandmother in hopes of gaining a visa himself.

It took a few months, but Kleiner was able to catch up with his family in France, who took a circuitous route through Belgium and Portugal and ultimately landed in New York in 1941.

In the United States, he served in the Army during World War II, then used the GI Bill to earn a bachelor's degree in mechanical engineering at Polytechnic University in New York and a master's in industrial engineering from New York University.

In 1956, Kleiner was working at Western Electric when he and seven other scientists were wooed by Nobel Prize-winning physicist William Shockley to start Shockley Laboratories in Palo Alto.

But a year later, those same recruits — including Noyce and Moore — became known as the "traitorous eight" — or Fairchild Eight, depending on one's perspective — after they broke away from Shockley and founded Fairchild Semiconductor.

The entrepreneurs developed a way to mass-produce small pieces of silicon with numerous transistors on them. The new company became profitable within six months.

Bernard Marren, chief executive officer of Opti Inc. in Mountain View, was a freshly hired young engineer when he first met Kleiner at Fairchild in 1960.

"My first impression was that he was a very quiet guy, but very solid guy," Marren said. "Eugene

was a very deep thinker. ... He pioneered the concept of taking his money and parlaying it into the venture capital world, which he was able to do very, very successfully."

But between Fairchild, which he left in 1962, and venturing out to plant seed money in tech startups, he had ventures of his own, including Edex Teaching Machines, which was acquired by Raytheon.

Ultimately, he joined Tom Perkins to raise a venture capital fund.

"Just the fact that he was one of the Fairchild Eight was enough to make him a legend," said Roger McNamee, founder of the Menlo Park venture firm Integral Capital Partners. Almost as an afterthought, he added, "They did nothing less than found the institution of venture capital."

At the time they founded Kleiner Perkins, venture capital was neither an institution nor an asset class and was practiced only on a small scale by wealthy families.

"That first generation of VCs went on to change the world," said McNamee, who co-founded Integral in 1991.

Kleiner is survived by two children and four grandchildren. His wife of 54 years, Rose, died in 2001.

*Memorial services will be held at Congregation Beth Am, 26790 Arastradero Road, Los Altos Hills at 1 p.m. on Friday, Dec. 5. Donations may be made to Polytechnic University, 6 Metrotech Center, Brooklyn, NY 11201, Attention: Richard Thorsen.*

*Chronicle staff writer John Shinal contributed to this report.*

E-mail Matthew Yi at [myi@sfchronicle.com](mailto:myi@sfchronicle.com).

Four of the original eight who founded Fairchild Semiconductor (from left), Jay Last, C. Sheldon Roberts, Julius Blank and Eugene Kleiner, gather in 1999 at a Fairchild plant in Maine to preview the integrated circuit post-age stamp.



JOAN SEIDEL / Associated Press 1999

## APPRECIATION

# Fairchild founder, engineer to the end

## Silicon Valley legend Kleiner dies at 80

By Matthew Yi

CHRONICLE STAFF WRITER

Eugene Kleiner, a founding father of Silicon Valley who spent the better part of his career jump-starting technology firms through venture capital, was always an engineer at heart.

"To the end, when someone asked what he did for a living, he would say he was an engineer," his son, Robert Kleiner, 51, said in an interview Tuesday.

Even during the recent days of his waning health when he filled

out hospital forms, the answer was always the same under the occupation box: engineer.

"I would even ask him why not businessman or venture capitalist since he's been doing that for the last 30 years. He would just shrug his shoulder," the younger Kleiner said.

His father, who escaped the clutches of Nazi occupation as a teenager and landed in Palo Alto years later as one of the pioneers of Silicon Valley, died of heart failure on Thursday at his home in Los Altos Hills. He was 80.

Kleiner is best known as one of the "traitorous eight," who left Shockley Laboratories in Palo Alto to start a small chip firm called Fairchild Semiconductor.

Fairchild employed a number of people who went on to become Silicon Valley icons, including Robert Noyce, Gordon Moore and

Andy Grove, co-founders of Intel Corp., and Jerry Sanders, founder of Intel's arch-rival Advanced Micro Devices.

But Kleiner's imprint on high-tech goes far beyond the semiconductor industry. In 1972, he founded Kleiner Perkins Caufield and Byers, one of the most powerful venture capital firms, which later helped establish more than 300 companies, including Amazon.com, Compaq Computer, Genentech and Sun Microsystems.

While there is little doubt about the magnitude of his contributions in helping start the great tech revolution, his personal history is a great story on its own.

Kleiner was born in Vienna, but his family fled in 1938 after Nazi Germany overran Austria. The escape was not without incident. His family was able to get visas for only

► **KLEINER:** Page D8

## The life of Eugene Kleiner

**1923:** Eugene Kleiner is born in Vienna.

**1938:** Kleiner and his family flee Vienna following the German occupation.

**1941:** They reach New York.

**1947:** Kleiner marries Rose Wassertheil, who escaped from Poland in 1939.

**1956:** Kleiner moves to California after Nobel Prize winner William Shockley recruited him and seven others to start Shockley Laboratories in Palo Alto.

**1957:** These eight recruits break away from Shockley and start Fairchild Semiconductor, one of Silicon Valley's seminal companies.

**1972:** Kleiner joins Tom Perkins to start the powerful venture capital firm Kleiner Perkins Caufield and Byers in Menlo Park. The firm goes on to finance a long list of well-known companies, including Amazon.com, Genentech, Sun Microsystems and Compaq.

**2001:** Kleiner's wife of 54 years dies.

**2003:** Kleiner dies Nov. 20 at the age of 80.

Source: Chronicle research



## Fairchild plant as part of the valley's history is going, going, gone

**T**HE men with clip boards, digital cameras and note pads floated through the old plant the night before the auction like ghosts through the graveyard.

They had come to pick over the pieces of Silicon Valley history. For 40 years or so, the tilt-up on Ellis Street had been churning out electronics — silicon chips for most of that time. The men were brokers, mostly, with a cold eye for what gear would bring a resale price.

Fairchild Semiconductor, the sign out front said — a reminder of how the valley got its start. By Friday, auction day, it served as more of a tombstone.

When they knock down the old

building at 350 Ellis next spring, they will knock down the last Fairchild

manufacturing plant in Silicon Valley. The Fairchild Semiconductor lineage is complicated — started by the Traitorous Eight, purchased by Schlumberger Ltd., then National Semiconductor, then spun-out as Fairchild again and based in South Portland, Maine.

And the building's history is complicated, too. But whatever the name, when they knock down 350 Ellis, a little more silicon will drain out of the valley.

See **CASSIDY**, Page 22A



**MIKE CASSIDY**  
SILICON VALLEY DISPATCHES

>KNIGHTRIDDER<

22A

SAN JOSE MERCURY NEWS ■ From Page

## Fairchild Semi plant is going, going

■ **CASSIDY**

from Page 1A

"The building itself has the distinction of being, if not the oldest, one of the oldest continuous running wafer fabs in Silicon Valley," says Michael Cowan, a Fairchild executive based in Sunnyvale. The Ellis plant has essentially been making semiconductors since semiconductors have been made.

It opened as Rheem Semiconductor Inc., before becoming a Raytheon Co. plant decades ago. When Fairchild bought Raytheon's chip-making operation in 1997, the building produced chips for Fairchild.

The building's three lives came to an end Friday, as auctioneers from DoveBid began selling off everything from test equipment that once cost millions to the office waste baskets. In essence the 62-year-old auction company has become Silicon Valley's undertaker.

Some close to the deceased came to pay final respects Friday. Joann Wright and Helen Fletcher, who left Fairchild in November, stood in one of 350 Ellis' long narrow hallways, outside the auction room. They talked to Mary Ramirez about how they all knew it was coming, but it's different when it's here.

Wright had spent 27 years there, most recently as a maintenance mechanic. For Fletcher it was 30 years, last as a weekend line supervisor. She had hoped to bid on the 286 computer she worked on, but it was in a lot of 50 computers, she said, more than she could possibly use or cared to pay for. The women

worried a bit about looking for new work at their ages.

Ramirez, wearing a white Fairchild lab coat, was satisfied with her Fairchild send-off. For the next few weeks she'll help prepare the plant for its spring execution. She first walked through the doors in 1962, so it's hard, hard to see the old friend go.

"I was 23 when I came to work here," says Ramirez, now 61 and living in Fremont. "This is our home away from home. We're losing the family. That's what we are."

She means it mostly in a figurative sense, but in a literal sense, too.

"My husband worked here at one time," she says, "and my son worked here."

Fletcher nods at the memory. "Most of the employees," says Fletcher, who's 52 and lives in Mountain View, "have had their children come here to work."

Ramirez, Fletcher and Wright, who is 53 and lives in East Palo Alto, will move on. Ramirez and Fletcher plan to learn programming. Wright plans to offer child and elder care for late-shift workers.

It's hard to change after so long, but what are you going to do? Things change — incredibly fast here.

It's a wonder the chip plant, which made its last chip about a month ago, adapted and lasted as long as it did. Now the four-inch-diameter wafers it produced have gone the way of the leisure suit and clocks with hands on them. The Ellis plant work has been shipped to



Maine, where Fairchild makes six-inch wafers. When Fairchild closed the Ellis plant this month, about 200 people worked there. The death was not sudden. For days DoveBid worked on the final arrangements. During the quiet before Friday's auction storm — a flurry of bidding on 200 to 300 lots an hour by as many as 200 people — crews moved through the 100,000-square-foot building and taped lot numbers on everything, the way the coroner



# Fairchildren bid farewell to Fairchild

Palo Alto, Calif.—Some 1200 "Fairchildren"—former employees of Fairchild Semiconductor Corp.—gathered from all over the world at Hyatt Rickey's here April 14 to say goodbye and thank you.

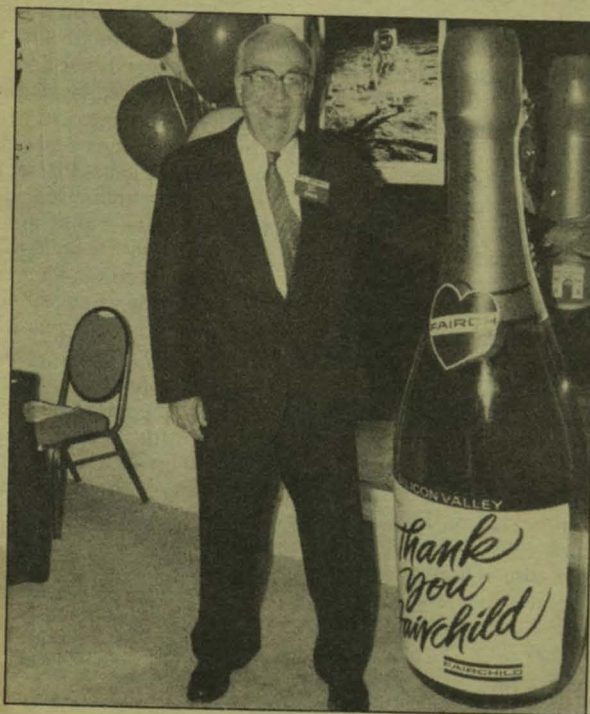
Goodbye, because Fairchild was bought last year by National Semiconductor Corp. for \$122 million and absorbed within that company. Fairchild Semiconductor Corp. was founded in 1957 in Palo Alto, Calif., by a group who had left Shockley Semiconductor, also in Palo Alto.

And thank you for "our careers, our industry, putting this valley on the map, and the friends we made," to quote Geri Hadley, a former advertising manager at Fairchild and

now with LSI Logic Corp. of Milpitas, Calif. The party, organized by a group of Fairchildren who call themselves The Silicon Valley Way-fairers Association and paid for by the attendees, was said by some to be the first given for a company by former employees.

One theme for the evening, commented Wilf Corrigan, once president of Fairchild and now president and founder of LSI Logic, might come from an old Fairchild ad campaign: "Fairchild started it all." C. Lester Hogan, another past president of Fairchild and now retired, told the audience, "It's now up to the rest of you to carry the torch."

—Tekla Perry



Tom Upton



Tom Upton

Fairchild Semiconductor's eight founders were applauded loud and long by 1200 former Fairchildren at "Thank You, Fairchild," a party the erstwhile employees gave for the company April 14 in Palo Alto, Calif. Shown clockwise from top left are Victor Grinich, president of Escort Memory Systems, Scotts Valley, Calif.; Jay Last, vice president of Teledyne Inc. of Los Angeles; Jean Hoerni, a consultant in Haley, Idaho; Julius Blank, a director of Xicor Inc. of Milpitas, Calif.; Eugene Kleiner, a consultant with Kleiner Perkins Caufield & Byers of San Francisco; Sheldon Roberts, a consultant in Sun River, Ore.; Gordon Moore, chairman of Intel Corp., Santa Clara, Calif.; and Robert Noyce, Intel vice chairman.

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C. Lester Hogan, former Fairchild president, toasts Fairchild farewell with "Thank You Fairchild" champagne, vintage 1957.



Fairchild Alumni Party (April 14, 1988) Roster, Cleaning Draft

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Dale Williams , , , , , , ,  
 Gloria Williams ,3023 Phillips Court,,Richmond,CA,94806, , D  
 Lou Williams VLSI Technology,1109 McKay Drive,,San Jose,CA,95131, , C  
 Mary Williams ,998 53rd Street,,Oakland,CA,94608, , D  
 Laura Williams Goodge ,1561 Highland Drive,,Placerville,CA,95667, , C  
 Rich Willis , , , , , , ,  
 John Wilmat , , , , , , ,  
 Mac Wilson VLSI Technology,2450 Foothill Blvd.,,Los Altos,CA,94022, , C  
 Murry Wilson Signetics,811 E. Arques Ave.,,Sunnyvale,CA,94086, , c  
 Stan Wilson AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, , C  
 Walt Wilson Fairchild Semiconductor,333 Western Avenue,,South Portland,ME,84106, , C  
 Paul Winters ,3600 Pruneridge,Suite 100,Santa Clara,CA,95051, , C  
 Bill Wirth LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Frank Wisler , , , , , , ,  
 Andy Withol , , , , , , ,  
 Geoff Wnikler , , , , , , ,  
 Fred Wolfrum Plantronics,345 Encinal Street,,Santa Cruz,CA,95060, (408) 688-0634, C  
 Ray Wollesen AMD,901 Thompson Place,,Sunnyvale,CA,94088, , D  
 Carol Wolleson , , , , , , ,  
 Ray Wolleson , , , , , , ,  
 David Wong Signetics,811 E. Arques Avenue,P.O. Box 3409,Sunnyvale,CA,94088-3409, , C  
 Tom Wong , , , , , , ,  
 Alex Woo ,33140 Falcon Drive,,Fremont,CA,94555, , C  
 Herb Woo TAG,100 N. Winchester Blvd.,Suite 260,San Jose,CA,95128, (408) 248-1843, C  
 Ben Wood Intersil,, , , , , , ,  
 Dave Wood CDI,, , , , , , C  
 P. Mason Wood ,2426 Buchanan Street,,San Francisco,CA,94123, (415) 929-8219, C  
 Bill Woodard ,1855 Capistrano Way,,Los Gatos,CA,94022, , C  
 Hank Woodward Fleher, Hahback, Test, Albritton,4 Embarcadero Center,Suite 3400,San Francisco,CA,94111-4187, , C  
 Jonnie Woodward LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Mary Woody FSC,3116 Monarch Drive,,Plano,TX,75074, , C  
 Barbara Wren , , , , , , Deceased  
 Natalie Wright LSI Logic,1551 Mc Carthy Blvd.,,Milpitas,CA,95035, , C  
 John Wyatt Fairchild,Ellis Street,3-480,Mountain View,CA,, , D  
 Dawnelle Wynn International Rectifier,233 Kansas Street,,El Segundo,CA,90245, , D  
 Mary Jean Yancy ,63 Wakefield,,Daly City,CA,, , D  
 Dave Yeaton , , , , , , ,  
 Jack Yelverton Yelverton & Company,333 Market Street,,San Francisco,CA,94105, (415) 981-6060, C  
 Don Yost Venture Capital,3000 Sand Hill Road,,Menlo Park,CA,94025, , D  
 Don Yost ,1860 Middleton Avenue,,Los Altos,CA,94022, , D  
 Jim Youmans ,31 Foxhunt Lane,,Cold Springs Harbor,NY,11791, , D  
 Betty Young ,332 Edith Street,#7,Petaluma,CA,94952, , D  
 Bill & Mary Young ,34 Beaver Lane,,Grand Island,NY,14072, (716) 773-1215, C  
 Eva Young ,420 South 34th,,Richmond,CA,94804, , D  
 Dave Zahnisen ,32 Acorn Court,,Petaluma,CA,94952, , D  
 Don Zalesky ,1597 Parrot,,Sunnyvale,CA,94087, , D  
 Janeth Zaslaen ,882 Brookgrove Lane,,Cupertino,CA,95014, (408) 252-8793, C  
 Steve Zelencik ,155 Crest Road,,Woodside,CA,94062, (415) 367-9622, C  
 Steve Zelencik AMD,901 Thompson Place,M/S 41,Sunnyvale,CA,94086, , C  
 Scott Zerbe ,7709 Woodchuck Way,,Citrus Heights,CA,95610, , D  
 \*\*Jerry Zis Elantec,1996 Tarob Ct.,,Milpitas,CA,95035, (408) 945-1323, C  
 Jerry Zis PMI,1500 Space Park Drive,,Santa Clara,CA,95054, , c



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Harold Vitale Trillium, 3930 N. First Street,, San Jose, CA, 95134-1501, , D  
 Osvaldo R. Viva Viva & Associates, 12752 Homes Drive,, Saratoga, CA, 95070, , D  
 Gary Voget , , , , , Get # from Doug Usher  
 Nick Vrionis , 710 La Prenda Road,, Los Altos, CA, 94022, , C  
 Bruce Vroman , 151 Calderon, Unit #47, Mountain View, CA,, (415) 967-8049, C  
 Bob Vuglar , , , , ,  
 Harvy Wagner Gould Inc., Semiconductor Division, 3800 Homestead Road, Santa Clara, CA, 95051, (408) 554-2120, C  
 Harvy Wagner , 20673 Marion Road,, Saratoga, CA, 95070, (408) 554-2132, C  
 Rob Walker , 375 Walsh Road,, Atherton, CA, 94025, , D  
 Rob Walker LSI Logic, 1551 McCarthy Blvd., M/S D-102, Milpitas, CA, 95035, (408) 433-7240, C  
 Bob Wall SC3, , , , , C  
 Herb Wallach Linear Technology, 1630 McCarthy Blvd., Milpitas, CA, 95035, , C  
 Lou Wallbridge LSI Logic, 1551 McCarthy Boulevard, Milpitas, CA, 95035, , D  
 John Waller , 1053 Farragut Drive,, Fremont, CA, 94539, , D  
 John Walsh , 11871 Brookglen Drive,, Saratoga, CA, 95070, , D  
 Mike Walsh , 5325 Ridgevale Road,, Pleasanton, CA, 94566, , C  
 Garrett Walther , , , , ,  
 Bill Walton , 1027 Azalea Drive,, Sunnyvale, CA, 94086, , D  
 Mike & Lee Walton , , , , ,  
 Mieke Wanda , 1354 Greenwich Street,, San Francisco, CA, 94109, , C  
 Jerry & Chris Wang , 27827 Saddle Court,, Los Altos Hills, CA, 94022, , C  
 Howard Ware , 446 Casita Ct.,, Los Altos, CA, 94022, , C  
 Flo Warfield , 120 Carlton #11,, Los Gatos, CA, 95030, , D  
 Ray Warneck , , , , ,  
 Maryanne Warr , 304 Walker Drive,, Mountain View, CA, 94043, , C  
 Sam Warrick AMD, 901 Thompson Place, P.O. Box 3453 M/S 157, Sunnyvale, CA, 94088, , C  
 Gene Warter , , , , ,  
 Alyce Washburn Amdahl, 1250 E. Arques Avenue,, Sunnyvale, CA,, , C  
 Bruce Waterfall , 610 5th Avenue, 7th Floor, New York, NY, 10022, , D  
 Doris Watry , 1489 Maria Way,, San Jose, CA,, , D  
 Beverly J. Watts PMI, 1500 Space Park Drive, P. O. Box 58020, Santa Clara, CA, 95052-8020, (408) 562-7525, C  
 Hank Watts , 849 Gary Avenue,, Sunnyvale, CA, 94086, (408) 245-4040, A  
 Nancy Weaver Borg Warner Electronics, 2471 E. Bayshore Road, Suite 525, Palo Alto, CA, 94303, , C  
 Ardith Webber , 13573 Highwood Drive,, San Jose, CA, 95127, , C  
 Audry Weber , 24224 Welby Way,, Canoga Park, CA, 91307, , C  
 Samuel Weber Electronics, McGraw-Hill Information Systems, 1221 Avenue of the Americas, New York, NY, 10020, , D  
 Jeff & Julie Weis , 14180 Perata Court,, Saratoga, CA, 95070, (408) 867-5214, C  
 Marty Weisberg Force, 727 University Ave,, Los Gatos, CA, 95030, , C  
 Steve Weisch , , , , , In U.K.  
 Les Welbourn Performance Semiconductor, 601 E. Waddell,, Sunnyvale, CA, 94089, , C  
 Tom Welch , , , Saratoga, CA,, , Bad Address  
 Pete Weller FSC, , , , ,  
 Bill Welling Venture Growth Assoc., 3000 Sandhill Road, Building 3, Suite 125, Menlo Park, CA, 94025, , C  
 George Wells LSI Logic, 1551 McCarthy Blvd., M/S E-172, Milpitas, CA, 95035, , C  
 Roger Wentzel OZ,, , Seattle, WA,, , c  
 Bob West FSC, , , , ,  
 Carl West LSI Logic, 48580 Kato Road, M/S K-300, Fremont, CA, 94539, , C  
 Dave West West & Assoc., 801 E. Campbell Road, #350, Richardson, TX, 75087, , D  
 Mary Whelan , 1522 Husted Avenue,, San Jose, CA, 95125, , C  
 Dave Whetstone , , , , ,  
 Bill White Centel, 8720 Higgins Road,, Chicago, IL, 60631, , D  
 Gene White Amdahl, 1250 E. Arques Avenue,, Sunnyvale, CA,, , c  
 Helga White , 1832 Hidden Hills Drive,, Roseville, CA, 95661, , C  
 Sandy White , 274 Lynn Avenue,, Milpitas, CA, 95035, , C  
 Travis White LSI Logic, 1551 McCarthy Blvd., Milpitas, CA, 95035, , C  
 Larry Whittenbaugh AMD, 901 Thompson Place,, Sunnyvale, CA, 94088, , D  
 Alice Wichman , 1855 Capistrano Way,, Los Altos, CA, 94022, , D  
 Bob Wickham Business Technology, 155 Island Drive,, Palo Alto, CA, 94301, , C  
 Bob Widlar , c/o: Jim Widlar, 10270 Parkwood Drive, Cupertino, CA, 95014, , C



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Connie Tanaka ,2281 Nobili Avenue,,Santa Clara,CA,95051, , D  
 Al Tashian ,8 Chatam Lane,,Waltham,MA,02154, , D  
 Betsy Taub Fujitsu Microelectronics,3320 Scott Blvd.,,Santa Clara,CA,95054-3197, (408) 562-1649, C  
 Carolyn Taylor ,267 Bradford Drive,,Sunnyvale,CA,94089, , D  
 Jerry Taylor Applied Materials,3050 Bowers Ave.,M/S 0714,Santa Clara,CA,95054, , C  
 Don Tenney ,1566 Tenaka Place,,Sunnyvale,CA,94087, , D  
 Leyerle Ramos Teresa EMS,P.O.Box 56,,Saratoga,CA,95071, , c  
 Gene Thomas Thomas-Laguban & Assoc.,250 Patrick Blvd.,,Brookfield,WI,53005, , D  
 Gery Thomas LSI Logic,1551 McCarthy Boulevard,,Milpitas,CA,95035, , D  
 Joyce Thomas AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 John Thompson Electronic News,2479 East Bayshore Road,Suite # 820,Palo Alto,CA,94303, , D  
 Gerry Thon ,47496 Hoyt,,Fremont,CA,94539, , C  
 Barbara Tippins ,545 Shell Parkway,#3216,Redwood City,CA,94065, , D  
 Kay Tokutomi ,1020 South 8th Street,,San Jose,CA,95112, , D  
 Dan Tompkins , , ,  
 Dan Tompkins , , , Rich Berry knows where he is  
 Leo Topjian , , ,  
 Al Tremaine ,1925 Lauer Court,,Los Altos,CA,94022, , D  
 Jay Trepainier ,1876 Silverado Trail,,Napa,CA,94558, , C  
 Jeanyce Tringali ,445 Arleta Ave.,,San Jose,CA,95128, , C  
 Chuck Troiani ,1423 Carroverde,,San Jose,CA,95120, , D  
 Joe Trombadore Proximity,295 N. Bernardo Ave.,,Mountain View,CA,94043, , C  
 Ken True FSC, , , ,  
 Terry Trumbull Cypress Semiconductor,3901 North First Street,,San Jose,CA,95134, (408) 943-2600, C  
 Terry Trumbull ,1475 LaPaz Court,,San Jose,CA,95118, , C  
 Chris Tubas G2,1655 McCarthy Blvd.,,Milpitas,CA,95035, , C  
 Jay Tucker ,10364 Creston,,Cupertino,CA,95014, , C  
 Ron Turner , , , ,  
 Ed Turney Panagea,10011 North Foothill Blvd.,,Cupertino,CA,95014, (408) 973-8800, C  
 Ed Turney ,23690 Ravensberry Avenue,,Los Altos Hills,CA,94022, , D  
 Lowell Turriff Cypress Semiconductor,3901 North First Street,,San Jose,CA,95134, (408) 943-2600, C  
 Brian Tuvey , , , ,  
 William Twaddell Copy Write,9608 Sandage Avenue,,Elk Grove,CA,95624, (916) 686-5156, C  
 Ginger Tygert Jenkins ,471 Crocker Road,,Sacramento,CA,95864, , C  
 Janis Ulevich Ulevich and Orange Inc.,459 Hamilton Avenue,Suite 304,Palo Alto,CA,94301, (415) 329-1690, C  
 Bob Ulrickson Logical Services,3235 Kifer Road,Suite 210,Santa Clara,CA,95051, (408) 739-2600, C  
 Don and Phylis Underwood ,48978 Tonalea Street,,Fremont,CA,94539, (415) 651-1299, C  
 Jim Unruh Unisys,,Philadelphia,PA,, , C  
 George Urbani Rockwell Semiconductor,4311 Jamboree,,Newport Beach,CA,92658-8902, , C  
 Barbara Ureste ,33556 3rd Street,,Union City,CA,94587, , D  
 Barbara Ureste Fairchild Semiconductor,10400 Ridgeview Court,M/S 116,Cupertino,CA,95014, , C  
 Doug Usher ,12060 Green Hills Court,,Los Altos Hills,CA,94022, , D  
 Sam Uyeda , , ,Wayne,PA,19087, , Bad Address  
 Leslie L. Vadasz Intel,3065 Bowers Avenue,M/S GR1-,Santa Clara,CA,95052, , D  
 Bob Valentine Micro Components,1101 SW 19th Street,,Boca Raton,FL,33432, , D  
 Bob Valentine MEC,600 W. Hillshoro Boulevard,#300,Deerfield Beach,FL,33441, , D  
 Don Valentine Sequoia Capital,3000 Sand Hill Road,IV-280,Menlo Park,CA,94025, (415) 854-3927, C  
 Mary Valmoja ,3360 Keaton Loop,,San Jose,CA,95121, , C  
 Marvin Vanderkooi Micrel,542 Lakeside Drive, #2,,Sunnyvale,CA,94086, , C  
 Tony Vandersteen ,10401 Phar Lap Drive,,Cupertino,CA,95014, , C  
 Joe VanPoppelen NSC,2900 Semiconductor Drive,,Santa Clara,CA,95051, , C  
 Suresh Vasa Signetics,811 E. Arques Ave.,,Sunnyvale,CA,94086, , c  
 Vince Vasconi Vasconi & Associates,51 East Campbell Avenue,,Campbell,CA,95008, , D  
 George Vashel ,7217 Miller Ave.,,Gilroy,CA,95046, , C  
 Clifford Vaughn OKI Semiconductor,650 North Mary Avenue,,Sunnyvale,CA,94086, (408) 720-1900, C  
 John Velcamp ,5095 Rafton Drive,,San Jose,CA,95124, , D  
 John Vennard ,850 Webster,,Palo Alto,CA,, (415) 322-0282, D  
 Ruth Vennes ,646 S. Fairoaks,,Sunnyvale,CA,94086, , C  
 Sunja Vincent LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C



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Art Sprowl , , , , ,  
 Art Stabinow Micro Linear, 2092 Concourse Drive, San Jose, CA, 95131, (408) 262-5200, C  
 \*\*Dick Staffierri , 12333 Vineoak Drive, Saratoga, CA, 95070, (408) 252-1528, C  
 Dick Staffieri , 1762 Hamilton Avenue, San Jose, CA, 95125, (408) 978-9333, C  
 Jary Stahl Performance Semiconductor, 610 E. Weddell, Sunnyvale, CA, 94089, C  
 Jack Stampalia , , , , ,  
 Joe Stanasic , , , , ,  
 Bill Stansbury Renco, , , , ,  
 Judy Wagner Statiago , 696 San Miguel Avenue, Sunnyvale, CA, 94086, D  
 Don Staub Falco, 10560 Chace Drive, Cupertino, CA, 95014, C  
 Hank Steenbeck , 12180 Marilla Drive, Saratoga, CA, 95070, D  
 Marie Steffe , 422-A Costa Mesa Terrace, Sunnyvale, CA, 94086, C  
 Tony Steinle PMI, , , , ,  
 Hank Steinbeck Marshall, 336 Los Coches, Milpitas, CA, 95035, D  
 Dick Steinheimer , 2648 5th Avenue, Sacramento, CA, 95818, C  
 Larry Stenger , 1093 Broadway Avenue, San Jose, CA, , D  
 Trave Stephenson Granger Associates, 3101 Scott Boulevard, Santa Clara, CA, 95054, (408) 982-1489, C  
 Barbara Stevens Intersil, 10700 Ridge View Court, Cupertino, CA, 95014, C  
 Steve Stewart LSI Logic, 48580 Kato Road, M/S K-300, Fremont, CA, 94539, C  
 Paul Stibbe , , Santa Clara, CA, 95051, (408) 249-5636, Bad Address  
 Donna Stidnm , , , , ,  
 Jonathan Stienhelfer AMD, 1270 Glenmoore Way, San Jose, CA, 95129, C  
 Charlie Stillman EDN, 12233 W. Olympic Boulevard, Los Angeles, CA, 90064, D  
 CJ Stoll , 13894 Malcolm Avenue, Saratoga, CA, 95070, (408) 867-5372, C  
 Lynn Stone , 1503 Deer Run, Cedar Park, TX, 78613, (512) 335-0334, C  
 Nelson Stone, Esq. , 150 Kellogg Avenue, Palo Alto, CA, 94301, (415) 326-3608, C  
 Dick Straferi , , , , ,  
 Dave Straub , 1035 Helen Court, Petaluma, CA, 94952, D  
 Bill Strauss , , , , , Barry Kaufman will find him  
 Chuck Strauss Zircon Inst., 1580 Dell Avenue, Campbell, CA, 95008, (408) 866-8600, C  
 Bill Strickland Performance Semiconductor, 610 E. Waddell, Sunnyvale, CA, 94089, C  
 Bill Strickland , 6585 Gillis Drive, San Jose, CA, 95120, D  
 John Strinic , 46624 Rancho Higuera Road, Suite #101, Fremont, CA, 94539, D  
 John Strinic Magna Sales, 3333 Bowers, Suite # 251, Santa Clara, CA, 95054, D  
 Bruce Stromstad International Rectifier, 41915 Business Park Circle, Temicula, CA, 92390, D  
 Temple Stuart , , , , ,  
 Shirley Sudduth , 3236 Ravenswood Way, San Jose, CA, 95148, C  
 Doug Sullivan Siliconix, 2201 Laurelwood, Santa Clara, CA, 95051, C  
 Sue Summers Scott , 380 Manzanita Ct., Milpitas, CA, 95035, C  
 Shari Sun , 729 Carlisle Way, Sunnyvale, CA, 94087, D  
 Fritz Surber , 1817 California Street, San Francisco, CA, , C  
 John Sussenberger , , Carmel, CA, , C  
 Clarince Suzuki , 13136 Regan Lane, Saratoga, CA, 95070, D  
 Harry Suzuki Conic Ltd., , , , , Hong Kong, , , C  
 Bob Swain Siliconix, 2201 Laurelwood Drive, Santa Clara, CA, 95054, C  
 Bob Swan , 6264 Via De Adrianna, San Jose, CA, 95120, D  
 Andy Swank , , , , ,  
 Bob Swanson LTC, 1630 McCarthy Blvd., Milpitas, CA, 95035, C  
 Mittie Swanson , 1348 Cherry Street, Richmond, CA, 94801, D  
 Aniko Szasy , , , , ,  
 Gary Szenderski WB Doner, 12400 Wilshire Blvd., Los Angeles, CA, 90025, (213) 820-8668, C  
 Julie Tafel EE Times, 1054 Satatoga-Sunnyvale Road, Suite 204, San Jose, CA, 95129, D  
 Diane Tait , 412 Via Colinas, Westlake Village, CA, 91362, C  
 Diane Tait Centaur Corp, 18006 Skypark Circle, Irvine, CA, 92714, C  
 Tak Takahashi , PO Box 3177, Santa Clara, CA, 95055, C  
 Toshiharu "Tak" Takahasi AMD, 674 Nicholson, Santa Clara, CA, 95051, C  
 Kay Takatumi FSC, , , , , D  
 Dave Takigawa Takigawa Consortium, 535 Romona Ave., Palo Alto, CA, 94301, (415) 327-7999, C  
 Gerry Tammi Data General, , , , , MA, , , C



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 John Shea Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Don Shear ,6189 Kaski Court,,San Jose,CA,95123, , D  
 Jack Sheets ,,,,,, (415) 939-1211,  
 Fred Shotz ,287 Route 39,,New Fairfield,CT,06812, , C  
 Jim Shupenis Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Bob Siclker Bob Sickler Sales,Post Office Box 2188,,Bosie,ID,83701, , D  
 Bill Siefert ,345 E. 80th Street,Apt. 11B,New York,NY,10021, , D  
 Murry Siegel ,12420 Sheridan Ct.,,Saratoga,CA,95070, (408) 867-2525, C  
 John Siemens IMP Europe,Keizerlaan 18,1900 Overijse,Brussels, Belgium,,, , C  
 Bill Sievers ,,,,,,  
 Chuck Signor Electronic Business,3031 Tisch Way,#100, San Jose,CA,95128, , D  
 Judy Signorino LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, (408) 973-4013, C  
 Mel Silva SIG,,,,,,  
 Bill Silver Siliconix,,,Santa Clara,CA,95054, , Bad Address  
 Carol Silveria LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C  
 Susan Simmons Saatchi & Saatchi DFS Inc.,1010 Battery St.,,San Francisco,CA,94111, (415) 982-8400, C  
 Tom Simmons OKI Semiconductor,650 N. Mary Avenue,,Sunnyvale,CA,94086, , C  
 Sven Simonson Sequoia Capital,3000 Sand Hill Road,IV-280,Memlo Park,CA,94025, , D  
 Bob Simon Catalyst Semiconductor,1352 Charmwood Square,,San Jose,CA,95117, , D  
 \*\*Bill Simone SIG,2250 Lakeside Blvd.,Suite 160,Richardson,TX,75081, , C  
 Bill Simone Signetics,R.D. H2,Box 47,McKinney,TX,75069, , C  
 Sven Simonsen ,18433 Montewood Drive,,Saratoga,CA,95070, (408) 354-9489, D  
 Iven Simonson ,,,,,,  
 Bob Skinner LSI Logic,1551 McCarthy Blvd.,M/S E-171,Milpitas,CA,95035, , C  
 Bob Skurko Sello and Associates,3000 Sand Hill Road,Building #1, #200, Menlo Park,CA,94025, (415) 854-8880, C  
 John Sly Computer Design,920 Yorkshire Drive,,Los Altos,CA,94022, , D  
 Jim Smaha NSC,2900 Semiconductor Drive,,Santa Clara,CA,95051, , C  
 George Smallwood ,,,,FL,,, , c  
 Pete Smiderle Zilog,1315 Dell Avenue,,Campbell,CA,95008, , C  
 Bud Smith ,,,,,, , Deceased  
 Chuck Smith IPS Ltd.,MacIntosh Road,Kirkton, Livingston,Scotland,,EH-54, , C  
 Dolores Smith ,1995 White Oaks Road,,Campbell,CA,95008, , C  
 Don Smith Fairchild,313 Fairchild Drive,,Mountain View,CA,94039, , C  
 Harry Smith ,28 Misty Pine Road,,Fairport,NY,14450, (716) 223-3606, C  
 Marshall Smith ,26535 Weston Drive,,Los Altos,CA,94022, , D  
 Mike Smith ,,,,,,  
 Rodney Smith Altera,3525 Monroe St.,,Santa Clara,CA,95015, , C  
 Rollie Smith Baytech Sales,3901 Freemont Circle #103,,Santa Clara,CA,95050, , C  
 Ron Smith Century, Albuquerque,,,,,,  
 Wilma Smith ,,,,,,  
 John F. Smith III ,P.O. Box 1200,,Groveland,CA,95321, (209) 962-7168, C  
 Roger Smullen ,25 Highland Avenue,,Los Gatos,CA,95930, (408) 354-9674, C  
 Roger Smullen AMCC,25 Highland Ave,,Los Gatos,CA,95030, , C  
 Doug Snyder Pragmatic Design,773 Ames Avenue,,Milpitas,CA,95035, , D  
 Mel Snyder ,108 Altura Vista,,Los Gatos,CA,95030, (408) 241-2605, C  
 Jim Solani ,13849 North 64th Street,,Scottsdale,AZ,85254, , D  
 Ed Soldani LSI Logic,1551 McCarthy Boulevard,,Milpitas,CA,95035, , D  
 Ray Solis RAY,,,,,,  
 Elliot Sopkin ,1492 Webster Street,,Palo Alto,CA,94301, , C  
 Joan Sopko SIG,,,,,,  
 Herbie Sosnick ,,,,,, , Deceased  
 Joe Spanziani ,,,,,,  
 Judith Spelman ,1147 Lincoln Avenue,,Mountain View,CA,94040, , C  
 Harry Spence International Rectifier,41915 Business Park Drive,,Temecula,CA,92390, , D  
 Nancy Spencer ,228 South 33rd,,Richmond,CA,94804, , D  
 Charlie Sporck ,2741 Altamont,,Los Altos Hills,CA,94022, (415) 948-4478, C  
 Charlie Sporck NSC,2900 Semiconductor Drive,,Santa Clara,CA,95051, (408) 721-5000, C  
 Bill Sprinkle ,500 Roswell Drive,,Milpitas,CA,95131, , C



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Jerry Sanders AMD,901 Thompson Place,M/S 41,Sunnyvale,CA,94086, , C  
 Horst Sandfort LSI Logic GMBH,Arabellastrasse 33,8000 Munich 81,West Germany,,, , C  
 Harry Sandiford ,646 Coleraine Court,,Sunnyvale,CA,94087, , C  
 Judy Santiago ,696 San Miguel Avenue,,Sunnyvale,CA,94086, , C  
 George Santos Intersil,10700 Ridge View Court,,Cupertino,CA,95014, , C  
 Bev Delos Santos Watts PMI,2519 Rose Way,,Santa Clara,CA,95051, , C  
 Edna Saphar ,2071 Admiral Place,,San Jose,CA,, , C  
 Buzz Sawyer Hamilton,,,,, , C  
 Judy Sawyer ,,,,, , Lives on the east coast.  
 Larry Scaglioni ,,,,, , Deceased  
 Tony Scalfoni Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 George Scalise Maxtor,150 River Oaks Parkway,,San Jose,CA,95134, (408) 942-1700, C  
 George Scalise ,26055 Newbridge Road,,Los Altos Hills,CA,94022, , D  
 Joan Scarborough ,12314 Arroya de Arguello,,Saratoga,CA,94070, (408) 973-9429, C  
 Joanne Scarborough LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, (408) 433-4029, C  
 Bonnie Schaefer LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Jack & Katly Schaub ,14732 Oak,,Saratoga,CA,95070, , C  
 Jim Schenck Crystal Semiconductor,51 East Campbell Ave,Suite 101B,Campbell,CA,95008, , C  
 Joel Schienberg Strauk Assoc.,2551 Casey Avenue,,Mountain View,CA,94043, , C  
 Pete Schink ,P.O. Box 1238,,Morgan Hill,CA,95037, (408) 779-6153, C  
 Mark Schneider LSI Logic,48580 Kato Road,M/S K300,Fremont,CA,94539, , C  
 Ken Schoondyke ,,,,, ,  
 Jerry Schoonhoven ,11559 Heilpark Lane,,Los Altos,CA,94022, , D  
 Bob Schreiner BVEC,2741 E. Bayshore Road,Suite 525,Palo Alto,CA,94303, , C  
 Ulrich Schrier ,631 O'Farrell Street,#2101,San Francisco,CA,, , C  
 John Schuck ,,,,, ,  
 Irene Schumaker ,20303 Calle Montalvo,,Saratoga,CA,, , C  
 Shel Schumaker E. F. Hutton,340 Lawrence Expressway,,Sunnyvale,CA,94086, , C  
 Jeane Schuman LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C  
 Ron Schwarer Hitachi Semiconductor,2210 O'Toole Ave.,,San Jose,CA,95131-1396, , C  
 Paul Schwartz Qualtech Associates,108 Gilbert Avenue,,Menlo Park,CA,94025, , D  
 Hans Schwarz LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Gary Schwerdtfeger Altera,3525 Monroe Street,,Santa Clara,CA,95051, (408) 984-2800, C  
 Bill Schwern ,,,,, ,  
 Steve Scialabba Performance Semiconductor,610 E. Waddell,,Sunnyvale,CA,94089, , C  
 Myra Scofield ,2704 Levin Ct.,,Mountain View,CA,, , C  
 Gordon Scott AID,West 250 AID,,Coeur d'Alene,IA,83814, (208) 765-8000, C  
 Mike Scott Weslock,P.O. Box 54369,,Los Angeles,CA,90054, , D  
 Mike Scott Seattle Opera,P.O. Box 9248,,Seattle,WA,98109, , D  
 Chuck Seaborg Sigmetics,811 E. Arques Ave.,,Sunnyvale,CA,94086, , c  
 Claire Seals ,118 Cypress,,Santa Cruz,CA,, , D  
 Scott Seaver Cetec Future,23931 Innisbrook Lane,,Laguena Niguel,CA,92677, , D  
 Christa Seebach ,326 Willow Avenue,,Corte Madera,CA,94925, , D  
 Bob Seeds ,,,,, , Deceased  
 Scott Seifert Silicon General,11861 Western Avenue,,Garden Grove,CA,92641, , D  
 John Seimens ,,,, ,Beligum, , c  
 Carl Sellers Jeda Publications,909A San Rafael,,Mountain View,CA,94043, , D  
 Harry Sello Sello and Associates,3000 Sand Hill Road,Building #1, #200,Menlo Park,CA,94025, (415) 854-8880, C  
 Gene Selven Selven and Assoc.,12930 Saratoga Ave,Suite D1,Saratoga,CA,95070, , C  
 Juanita Vance Selvy ,2211 Redwood,#207,Vallejo,CA,, , D  
 John Sentous VLSI,1048 Michelangelo Drive,,Sunnyvale,CA,94087, , C  
 Dick Sermone Intel,3065 Bowers Avenue,,Samta Clara,CA,95051, , C  
 Russ Seymour SIG,,,,, ,  
 Sandy Shaeffer ,,,,, ,  
 Bipin Shah Altara Corp.,3525 Monroe Street,,Santa Clara,CA,95051, , D  
 Howard Sharek Commodore Semiconductor,16795 Lark Avenue,Suite 106,Los Gatos,CA,95030, (408) 395-2301, D  
 Howie Sharek Commodore Semiconductor,675 Bayview Drive,,Aptos,CA,95003, , D  
 Mark Shavit ,14A Nitzanim Street,,Haifa, ISRAEL,,, , D  
 Mordecai Shavit ,27 Alexander Yanai Street,,Haifa, Israle,,, , D



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Gary Richter , , , , , ,  
 Bob Ricks ,395 Ano Nuevo Avenue,,Sunnyvale,CA,, , D  
 Giorgio Riga Riga Analytical Labs.,3375 Scott Blvd.,,Santa Clara,CA,95054, , C  
 George Rigg AMD,901 Thompson Place,P. O. Box 3453,Sunnyvale,CA,94088, (408) 732-2400, C  
 Peg Riley ,1243 Carmel Terrace,,Los Altos,CA,94022, , C  
 Wll Riner ,315 Anchorage Place,,Roswell,GA,30076, , D  
 Dennis Ritterman FSC,,,,,, ,  
 Frank Ritterman FSC,,,,,, ,  
 Barbara Rittiman FSC,,,,,, ,  
 Joe Rizzi Elxsi,2334 Lundy Place,,San Jose,CA,95131-1873, , C  
 Jeannie Roache ,144 Fontainbleu Ct.,,Milpitas,CA,95035, , C  
 Elfie Roberts ,1312 White Drive,,Santa Clara,CA,95051, , C  
 Sheldon Roberts ,P.O. Box 4576,,Sun River,OR,97702, , D  
 Lola Robles ,1295 Thorn Valley Court,,San Jose,CA,95131, (408) 298-4415, D  
 Manny Robles , , , , , (000) 248-2020,  
 Bob Robson Microma,5510 Menturn Road,,Le Grand,CA,95333, , D  
 Arthur Rock ,555 California Street,#4670,San Francisco,CA,94104, , D  
 \*\*Frank Rodregues ,835 Wayside Road,,Portala Valley,CA,94025, , C  
 Frank Rodrigues ,1090 Terra Bella,,Mountain View,CA,94043, , D  
 Ed Rodriques SMOS Systems,2460 North First Street,,San Jose,CA,95131, , C  
 Fred Roeder AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, (408) 732-2400, C  
 Don Rogers ,38 The Point,,Coronado,CA,92110, , C  
 Lee Rogers , , , , , Get # from Jerry Lawson  
 Ken Rohnert Fairchild,,Cupertino,CA,95014, , Bad Address  
 Ginny Romano ,13225 Berwick Street,,Saratoga,CA,95070, , C  
 Lyle Ronalds ,58A Napier Street,South Melbourne 3205 Australia,,,, , C  
 Dan J. Rose Rose Associates,111 Main Street,,Los Altos,CA,94022, (415) 941-1215, C  
 Steve Rose , , , , ,  
 Freeman Rosebrooks Saratoga Semiconductor,10500 Ridgeview Court,,Cupertino,CA,95014, , C  
 Dave Rosen , , , , ,  
 Norm Rosen CMP Publications,1600 Sawtella Blvd.,Suite 31,Los Angeles,CA,90025, (213) 473-9641, C  
 Thelma Rosenborough ,410 Lockmore Place,,Eugene,OR,97405, , C  
 Hazel Rosenthal ,1019 Blair Avenue,,Sunnyvale,CA,94087, , C  
 Dave Rosprim , , , , ,  
 Diane Ross AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Greg Ross Motorola,4030 Moorpark Ave.,Suite 121,San Jose,CA,95117, , C  
 Ken Ross ,21907 Third Avenue SE,,Bothel,WA,98021, , D  
 Maggie Ross , , , , ,  
 Carolk Rossi AMD,,,,,, ,  
 Ron Rossi Performance Semiconductor,601 E. Waddell,,Sunnyvale,CA,94089, , C  
 George Rostky EE Times,333 East Shore Road,,Manhasset,NY,11030, , D  
 Joe Rothstein Performance Semiconductor,610 E. Weddell,,Sunnyvale,CA,94089, , C  
 MaryBeth Rottermund LSI Logic,1551 McCarthy Blvd.,M/S D-113,Milpitas,CA,95035, , C  
 Russ Rottiers ,7675 SW Maple Drive,,Portland,OR,97225, , D  
 Judy Rowan ,240 Harding,,Los Gatos,CA,95030, , C  
 Steve Rowles Intergraf,2400 Geng Road,Building 4,Palo Alto,CA,94303, , D  
 Donna Runberg , , , , ,  
 Chuck Runge ,1648 Kamsack Drive,,Sunnyvale,CA,94087, , D  
 Stan Runyon Electronics,1221 Avenue of the Americas,,New York,NY,10020, , D  
 Gordon Russell Sequoia Capital,3000 Sand Hill Road,IV-280,Menlo Park,CA,94025, (415) 854-3927, C  
 Gordon Russell ,297 Mapache Drive,,Portola Valley,CA,95025, (415) 851-2061, C  
 Phil Russell NSC,2900 Semiconductor Drive,M/S 15155,Santa Clara,CA,95051, (408) 721-2496, C  
 Vince Sabella Alpha Omega,10 Grosner Road,Suite # 502,Waburn,MA,01801, , D  
 Dedy Sabon , , , , ,  
 Bob Sahakian ,27621 Via Cerro Gordo,,Los Altos Hills,CA,94022, , C  
 Francisco Salamo , , , , ,  
 John Salazar ,91 Alpine Terrace,,San Francisco,CA,94117, , D  
 Irv & Elsa Salt ,25223 LaLoma Drive,,Los Altos Hills,CA,94022, , D  
 Bill Sams G2,1655 Mc Carthy,M/S A-164,Milpitas,CA,95035, , C



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Jack Ordway ,14654 A Big Basin Way,,Saratoga,CA,95070, (408) 741-1641, D  
 Len Ornek , , , , , ,  
 Taki Oshima Ungerman Bass,2560 Mission College Blvd.,,Santa Clara,CA,95050, , C  
 Jim Osial ,1645 Natalie Court,,San Jose,CA,95115, , C  
 Jim Ostendorf Dynavision,890 Yosemite Drive,,Milpitas,CA,95035, , C  
 Jan Oyler , , , , , ,  
 Sue Pacheco AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Bob Pack ,820 Fremont,,Menlo Park,CA,95025, , D  
 Robert Pack ,3847 Camino Lindo,,San Diego,CA,92122, , D  
 Jack Pae Semeteck,652 Mitchell Road,,Newbury Park,CA,91320, , D  
 Rita Paganelis ,844 Hermiston Drive,,San Jose,CA,95136, , C  
 Tad Paguchi ,10833 New Salem Terrace,,San Diego,CA,92126, , C  
 Rath Pai-Dunghat ,468 San Marin Drive,,Novato,CA,94947, , D  
 Jack Pale , , , , , Herb Knufken has his address  
 Don Palmer S.M. Inc.,2881 Vernon,,Memphis,TN,38122, , D  
 Bill Parker , , , , , ,  
 Carol Parker ,17689 Blackberry Hill Road,,Los Gatos,CA,95030, , C  
 Gerry Parker Intel,3065 Bowers Avenue,,Santa Clara,CA,95051, , D  
 Rich Parker Cypress Semiconductor,3901 North First Street,,San Jose,CA,95134, , C  
 Ward Parkinson ,2253 Ridge Point Way,,Boise,ID,83712, , D  
 Ken Parsek Bell Industries,12424 West 49th Avenue,,Wheairidge,CO,80033, , D  
 Ed Pasa ,72 Manzanita,,Atherton,CA,94025, , C  
 Bill Pasco Cadic,1725 N.W. 167th Place,,Beaverton,OR,97006, , D  
 Phil Pasho Flextronics,950 Susquehanna Ct.,,Sunnyvale,CA,94086, , C  
 Connie Pasqua , , , , , ,  
 Stephen Pass California Devices,535 Los Coches Street,,Milpitas,CA,95035, (408) 262-4440, C  
 Robin Patrick ,c/o C. J. Stoll,13894 Malcolin Avenue,Saratoga,CA,95070, , c  
 Joe Patridge Instant Circuit Corp.,11545 West Bernardo Ct.,Suite 200,San Diego,CA,92127, (619) 485-9196, C  
 Joe Patridge ,8327 El Paseo Grande,,La Jolla,CA,92037, , C  
 Walt Patstone EDN,3031 Tisch Way,#100,San Jose,CA,95128, , D  
 Sue Patten ,14654 C Big Basin Way,,Saratoga,CA,95070, , D  
 Ed Pausa NSC,2900 Semiconductor Drive,,Santa Clara,CA,95051, , C  
 Mike Pawlik Gigabit Logic,1908 Oak Terrace,,Newberry Park,CA,91320, , C  
 Joyce Payne IMP,2830 North First Street,,San Jose,CA,95134, , C  
 Tom Peardon FSC, , , , , ,  
 Frank Peavey I2, , , , , , c  
 Doug Pecchinino AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, , C  
 Gene Pelletter , , , , , ,  
 Lynn Peirdn ,1225-301 Vielna,,Sunnyvale,CA,94089, , D  
 George Perris ,16211 Rose Avenue,,Monte Sereno,CA,95030, , D  
 George Perris Future Electric,575 River Oaks Pkway,,San Jose,CA,95134, , C  
 Len Perrone C/O PEI,10883 North Wolfe Road,,Cupertino,CA,95014, , C  
 Annie Perry ,P.O. Box 3392,,Vallejo,CA,94590, , D  
 Cindy Perry ,48 Harmon Road,,Gun Barrel City,TX,75147, , D  
 Herb Perry , , , , , ,  
 Judy Peters ,1983 San Luis Avenue,#2,Mountain View,CA,94043, , D  
 Chris Peterson Mitsubishi,,Sunnyvale,CA,94086, , Bad Address  
 Gordon Peterson AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Lillian Peterson ,14 Church Street,,Mountain View,CA,94041, , C  
 Anna Petrick ,,Ask Jim Rapaich, , , , ,  
 Don Pezzolo Diablo Research,628 East Evelyn Avenue,,Sunnyvale,CA,94086, , C  
 Gus Pfaehler NSC,16A Victoria Heights,#43A Stubbs Road,Hong Kong, , , C  
 Al Pfluger ,P. O. Box G,,Whitney Pt.,NY,13862, (607) 692-4430, C  
 Mel Phelps Hambrecht & Quist,235 Montgomery St.,,San Francisco,CA,94104, (415) 986-5500, C  
 Carol Phillips ,471 Rosemont Drive,,Santa Clara,CA,95051, , C  
 Nick Phillon ,Aur Auger 18,,8099 Baberisham,,W. Germany, , C  
 Bill Phy ,25616 Moody Road,,Los Altos Hills,CA,94022, , D  
 Rosie & Eyton Pick FSC, , , , , ,  
 Ralph Pierheoni ,4 Hill Drive,,Petaluma,CA,94952, , D







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Clarence Medeiros ,3104 Rozanna Court,,Modesto,CA,95355, , D  
 Ed Mellow Intersil,,,,,,  
 Etta Simmons Merida ,4503 Wall Avenue,,Richmond,CA,94804, , D  
 Bob Merrick Merrick Industries,690 West Fremont Avenue,,Sunnyvale,CA,94086, , c  
 Jerry Metzger Haden Publising Co.,11620 Buena Vista,,Los Altos,CA,94022, , C  
 Jim Meyer ,15020 Fruitvale,,Saratoga,CA,95070, , D  
 Jim Meyer GE,,,San Jose,CA,95129, (408) 255-7800, Bad Address  
 Dave Meyers ,,Morgan Hill,CA,, , D  
 Marcella Meza LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C  
 Girish Mhatre CMP Publications,600 Community Drive,,Manhasset,NY,11030, , D  
 Steve Michael Catalyst,4051 Burton Drive,,Santa Clara,CA,, , C  
 Marty Michales Signetics,811 E. Arques Avenue,,Sunnyvale,CA,94088, , C  
 Gary Mickelson Tracy-Bauer,710 Lakeview,#155,Sunnyvale,CA,94086, , C  
 Tommie Middleton ,8 Constance Drive,,San Rafael,CA,94901, , D  
 Gene Miles ,,Florida,,,  
 Edgar Miller Dillon Read & Co.,46 William St.,New York,NY,10005, (212) 285-5656, C  
 Evelyn Miller ,2219 Glacier La.,Santa Maria,CA,93455, , C  
 Jeff Miller Adaptec,580 Cottonwood Drive,,Milpitas,CA,, , C  
 Norman Miller ,,,,,,  
 Ralph Miller ASET,6110 Variel Avenue,,Woodland Hills,CA,91367, , C  
 U.D. Mishara Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Jud Mitchell ,13757 Orleans Court,,Saratoga,CA,95070, , D  
 Jan Mock-Creager CPA,1760 The Alameda,,San Jose,CA,95126, , D  
 Dick Molay ,1505 Riverhills Drive,,Temple Terrace,FL,33617, (813) 988-2899, C  
 Hank Molloy ,21317 Glen Place,#8,Cupertino,CA,95014, (408) 996-1054, C  
 Janet Money ,2062 Treewood Lane,,San Jose,CA,95132, , C  
 Jim Monigold ,,,,,,  
 Eloise & Noel Montagnon ,261 Hamilton,,Palo Alto,CA,, , C  
 Dan Montgomery ,2538 Manlow Road,,Santa Rosa,CA,95401, , D  
 Henry Montgomery Applied Materials,C/O Joe Bronson,3050 Bowers Ave.,Santa Clara,CA,95054, , C  
 Barbara Moor Faucette ,2201 The Alameda #21,,Santa Clara,CA,95050, , C  
 Elvett Moore ,13152 Ten Oaks Way,,Saratoga,CA,95070, (408) 741-0319, D  
 Gordon Moore Intel,3065 Bowers Avenue,,Santa Clara,CA,95051, , C  
 Patti Moore ,21413 Shannon Court,,Cupertino,CA,95014, , D  
 Winston Moore ,731 Myrtle Street,,San Jose,CA,95126, , C  
 Marce Mora ,184 N. King Road,,San Jose,CA,95116, , D  
 Al Moretti ,105 Coral Way,,Rochester,NY,14618, (716) 244-9444, C  
 John Morford Rel-Test,2906 Lafayette St.,Santa Clara,CA,95050, (000) 247-5815, C  
 Mori Morin ,,Hong Kong,,, , c  
 Dennis Morris Array Technology,1295 Parkmoor,,San Jose,CA,, , C  
 Ellen Morrison ,995 Smith Road,,Watsonville,CA,95076, , D  
 Gordon Morrison ,1738 Banff Way,,Sunnyvale,CA,94087, , D  
 Elaine Morshead VLSI Technology,1109 McKay Drive,,San Jose,CA,95313, , C  
 Len Moscovitz Computer Products,,Fort Lauderdale,FL,, , c  
 Jim Moser Moser Group,800 Menlo Avenue,Suite 210,Menlo Park,CA,95025, , C  
 Jackie Moyer ,715 C Quetta,,Sunnyvale,CA,94087, , C  
 Ken Moyle ,Rt. 3, Box 682A,,Beaverton,OR,97007, , D  
 Hal Mumma Fujitsu Components,3320 Scott Blvd.,Santa Clara,CA,95054, , C  
 Dick Mundy ,,,,,,  
 Shirley Munn ,77 Grandview Avenue,#601,San Francisco,CA,94114, (415) 821-0589, C  
 Ray Murakami ,1491 Eddington Place,,San Jose,CA,95116, , D  
 Jim Murphy ,450 National Avenue,,Mountain View,CA,94042, , D  
 Len Murphy FSC,,,,,,  
 Dan Murray ,Rt R, P.O. Box 5192,,Corning,CA,96021, , D  
 Grace Murray ,271 Fanyon Street,,Milpitas,CA,95035, , C  
 Katie Musser ,2155 Wharf Road,,Capitola,CA,95010, , C  
 Dave Myers ,16415 Rustling Oak Court,,Morgan Hill,CA,95037, , D  
 Debra Myers ,7215 Via Cabina,,San Jose,CA,95139, , D  
 John Myers ,7215 Via Colina,,San Jose,CA,95139, , C



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Mark Mark de Barr LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C  
 Mike Markula AMC,P.O. Box 620170,,Woodside,CA,94062, , D  
 Jerry Markus Intersil,10700 Ridgewood Drive,,Cupertino,CA,95014, , C  
 Bernie Marren ,23220 Mora Glen Drive,,Los Altos,CA,94022, , C  
 Bernie Marren Western Micro Technology,12900 Saratoga Avenue,,Saratoga,CA,95070, (408) 725-1662, C  
 Dave Marriott Rockwell Semiconductor Group,4311 Jamboree,,Newport Beach,CA,92658-8902, , C  
 Cathy Curtis Marris ,147 Calle Largo,,Los Gatos,CA,95030, , D  
 Kathy Marrs ,177 Calle Larza,,Los Gatos,CA,95050, , D  
 Robert Marrs , , , , , ,  
 Dick Marsh Karkar Electronics,9188 Highway 17,,Santa Cruz,CA,95060, , D  
 Bob Marshall ,5068 Howes Lane,,San Jose,CA,95118, , C  
 Martin Marshall ,,,San Francisco,CA,, ,  
 Jamie Marterrell ,,,Spain,,, ,  
 Bill Martin Westvaco-Luke Mill,300 Pratt Street,,Luke,MD,21540, ,  
 Dick Martin ,,,Portola Valley,CA,, , D  
 Jim Martin ,P.O. Box 8931,,Rancho Santa Fe,CA,92067, (619) 756-0468, D  
 Cloyd Marvin Haruest Ventures,Suite 3-365,10080 N. Wolfe Road,Cupertino,CA,95014, , D  
 Art Massicott Altera Corp.,945 Concord Street,,Framingham,MA,01701, , D  
 Judy & Rich Matlock ,14031 Jerries Drive,,Satatoga,CA,, , C  
 Skip Matson Syntex,3401 Hillview,,Palo Alto,CA,94304, , D  
 Fumi Matsuoka ,807 Logan Ct,,Sunnyvale,CA,94087, , C  
 Doug Matt ,974 Berkshire Avenue,,Sunnyvale,CA,94087, , D  
 Al Mattel Western Digital,244 McCabe Way,,Irving,CA,92714, , D  
 Bob Mattoon AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Bill Maxwell HP,,,,, (000) 252-4150,  
 Dave Maxwell Performance Semiconductor,610 E. Waddell,,Sunnyvale,CA,94089, , C  
 Hugh Mays , , , , , ,  
 Mike McAbee ,350 Eunice Avenue,,Mountain View,CA,94040, , D  
 James McAllister Logic Devices,628 East Evelyn,,Sunnyvale,CA,94086, , D  
 Jay McArthur ,,,,,Canada, , c  
 Barbara McCall ,6 Magnalia Avenue,,Petaluma,CA,94952, , D  
 Carl McCann Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Bert McCarthy ECM,2751 E. Chapman,#204,Fullerton,CA,92631, , D  
 Clive McCarthy Altara Corp.,3525 Monroe Street,,Santa Clara,CA,95051, , D  
 Rick McCarthy AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, (408) 732-2400, C  
 Bob McClennand PMI,1500 Space Park Drive,,Santa Clara,CA,95054, (408) 727-9222, C  
 Gene McClenning ,2501 Navarra Drive,#114,Carlsbad,CA,92008, , D  
 Gene McClenning Benchmark Documentation Services,2716 Flower Fields Way,,Carlsbad,CA,92008, (619) 434-0425, C  
 Dick McCoy Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Jim McCracken , , , , , ,  
 John McCrary , , , , , ,  
 Aldean McCullough ,1906 Winterpark Way,,San Jose,CA,95122, , D  
 Marv McDonald , , , , , ,  
 Mary McDonnell , , , , , ,  
 Bob McDowell Computer Mate,660 International Pk'way,#120,Richardson,TX,75081, , D  
 Ian McFall AMI,,,,, ,  
 Jim McGrath AMD/MMI,445 Douglas Avenue,,Altamonte Springs,FL,32714, , C  
 Jack McIntosh ,,,Taiwan,,, , C  
 Marla McKellar ,3461 Parkland Avenue,,San Jose,CA,95117, , C  
 Murry McLachlan LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Bob McLaughlin , , , , , ,  
 Steve McLaughlin Vellobind,,,,, ,  
 Jonah McLeod Electronics Magazine,951 Mariner's Island Blvd.,3ed Floor,San Mateo,CA,94404, , C  
 Hugh McManus AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Bill McMillan NEC,475 Ellis Street,,Mountain View,CA,94039, , C  
 Joan McMullen FSC,830 Doyle,,San Jose,CA,95100, , C  
 Jeannie McNeil , , , , , ,  
 Stan Mead ,131 Bond Avenue,,Petaluma,CA,94952, , D  
 Jan Meak , , , , , ,



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Mary Lou Weiss Levan ,P.O. Box 3485,,Stanford,CA,94305, (415) 732-1155, C 415-366-0428 (H)  
 Van Lewing LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Bessie Lewis ,6121 Arlington Boulevard,,Richmond,CA,94805-1203, , D  
 Harry Lewis ,542 White Oak Road,,Blue Bell,PA,19422, (215) 643-6478, C  
 Herb Lewis , , , , , ,  
 Mark Lewis Signetics,811 E. Arques Avenue,P.O. Box 3409,Sunnyvale,CA,94088-3409, , C  
 Tom Lewis Semetec,652 Mitchell Road,,Newbury Park,CA,91320, , D  
 Andy Liersch Goodwill Industries, , , , , ,  
 Bill Lihner ,12921 Tripoli Court,,Los Altos Hills,CA,, (415) 941-3897, D  
 Steve Lindsay Applied Materials,3050 Bowers Av.,MS 0717,Santa Clara,CA,95054, , C  
 Steve Lindsey Xilinx,2069 Hamilton Avenue,,San Jose,CA,, , D  
 Jim Lindstrom ECAD,10228 Foothill Road,,Sunol,CA,94586, , D  
 Gaylord Lineweaver ,80 Pleasant Heights Drive,,Aptos,CA,95033, , C  
 Marty Linquist ,P.O. Box 835,,Redwood City,CA,94364, (415) 385-4295, C  
 Tom Littlefield Littlefield and Smith,11772 Sorrento Valley Rd.,Suite 235,San Diego,CA,92121, , C  
 Tony Livingston , , , , , ,  
 Keith Lobo LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Mike Lofstedt ,1710 View Drive,,Milpitas,CA,95035, , C  
 Alice Long , , , , , ,  
 Avery Long Anthem Electronics,1040 E. Brokaw Road,,San Jose,CA,95131, , D  
 Dave Long Exar,750 Palomar,,Sunnyvale,CA,94086, , C  
 David Long ,835 Bing Drive, #8,,Santa Clara,CA,95050, , C  
 Tom Longo Performance Semiconductor,610 E. Weddell,,Sunnyvale,CA,94089, , C  
 Duncan Loop LSI Logic,1551 Mc Carthy Blvd.,M/S D-113,Milpitas,CA,95035, , C  
 Larry & Leicia Lopez ,3328 Baylis Street,,Fremont,CA,94538, , C  
 Bob Lopresto Ferry International,5 Palo Alto Square,Suite 200,Palo Alto,CA,94306, , D  
 Bob LoPresto Korn-Ferry International,2 Palo Alto Square,,Palo Alto,CA,94304, , D  
 Al Loran ,1357 Zurich Terrace,,Sunnyvale,CA,94087, (408) 729-0985, C  
 Allan Loran ,1375 Zurich Terrace,,Sunnyvale,CA,94087, (408) 739-0985, C  
 Keith Love ,P.O. Box 361891,,Milpitas,CA,95035, , D  
 Edwin Lugo Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 John Luke Monsanto Electronics Materials Co.,755 Page Mill Road,P.O. Box 10123,Palo Alto,CA,94304, (415) 493-3300,  
 Phil Lulewicz Saratoga Semiconductor,10500 Ridgewood Ct.,Cupertino,CA,95014, (408) 973-0945, C  
 Ray Lulewicz ,5928 Layman Avenue,,Downers Grove,IL,60516, , D  
 Vickie Luna ,435 Laurel Avenue,,San Ansilmo,CA,94960, , D  
 Miriam Lykins ,3010 David Avenue,,San Jose,CA,95128, , C  
 Jim Lynch , , , , , ,  
 Jo Ann Lyons ,946 29th Street,,Richmond,CA,94804, , D  
 Lou Lyons ,600 Avon Way,,Los Altos,CA,94022, , C  
 Ted Lyons ,4812 Frederick Road,,Dayton,OH,45414, , D  
 Alan Mac Pherson Skjerven Merrill MacPherson,3600 Pruneridge,Suite 100,Santa Clara,CA,95051, (408) 246-1405, C  
 Tony Macaluso ,12601 Arroyo De Arguello,,Saratoga,CA,95070, (408) 867-3726, C  
 Jack MacIntosh , , , , , ,  
 Jack Magarian , , , , , Deceased  
 Nancy Magoun Dataquest,1290 Ridder Park Drive,,San Jose,CA,95190, , C  
 Hank Mahler , , , , , South America?, , ,  
 Bob Major ,913 River Rapids Ave.,River View,FL,33569, , D  
 Iraj Majtehedhi , , , , , ,  
 Dave Makowski SIG, , , , , ,  
 Lois J. Mallory ,3686 Flora Vista #1,,Santa Clara,CA,95051, , C  
 Hank Malloy ,21317 Glen Place,#8,Cupertino,CA,95014, , D  
 Paul Malloy Nellcor Inc.,25495 Whitesell Street,,Hayward,CA,94545, , D  
 Joe Malone ,19599 North Hampton,,Saratoga,CA,95070, , C  
 Gene Mangan ,822 Carriage Way Ct.,Palatine,IL,60067, (312) 577-9090, C  
 Bill Mankin Centaur Corp,18006 Skypark Circle,,Irvine,CA,92714, , C  
 Mary Manos ,445 Greenwood Dr.,Santa Clara,CA,95054, , C  
 Mel Marchbanks SSI,,Tustin,CA,, (213) 532-1524, C  
 Mel Marchbanks ,29507 Ocean Port Road,,Rancho Palos,CA,90274, , D  
 Ron Marfel , , , , , ,



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Ron Kovacs ,147 Villanueva Court,,Mountain View,CA,94040, , D  
 George Kozloski Cypress Semiconductor,3901 North First Street,,San Jose,CA,95134, , C  
 Joe Krause ,P.O. Box 379,,Carnelian Bay,CA,95711, , C  
 Fran Krch , , , , , ,  
 Jim Kreibel , , , , , ,  
 Ed Krumweddie , , , , , , Get # from Doug Usher  
 Jim Kubinec ,870 East El Camino #408,,Sunnyvale,CA,94087, (408) 749-2602, C  
 Mike Kuffle ,138 Altura Vista,,Los Gatos,CA,95030, , C  
 Flo Kulaga FSC,1801 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Cathy Kuvers AMD,539 A Tyrella Avenue,,Mountain View,CA,94034, , C  
 Floyd Kvamme Kleiner Perkins,4 Embarcadero Center,Suite 3520,San Francisco,CA,94111, , C  
 Phil Kwan ,111 Brigham Street,#242B,Hudson,MA,01749, (617) 562-4744, C  
 Bob Laase Data Linear,491 Fairview Way,,Milpitas,CA,95035, , D  
 Ken LaBarera ,17094 Lon Road,,Los Gatos,CA,95030, , D  
 Joel LaCastro Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Gene Ladomato , , , , , ,  
 Del LaFace ,5054 De La Croix Road,,Rancho Palos Verdes,CA,90274, (800) 255-9379, C  
 Jim Lagodzinski , , , , , ,  
 Mary Lain Bridge Communications,2081 Stierlin Road,,Mountain View,CA,94043, (415) 969-4400, C  
 Mary Lain ,948 Leith Avenue,,Santa Clara,CA,95054, (408) 988-4633, C  
 Jack Laines , , , , , (000) 941-3857,  
 Don Lake ,21582 Columbus,,Cupertino,CA,95014, (408) 446-5611, C  
 Lit Lam LSI Logic,1551 McCarthy Boulevard,,Milpitas,CA,95035, , D  
 Lorraine Lam ,667 Lambeth Court,,Sunnyvale,CA,94087, , C  
 N. C. Lamb FSC, , , , , , C  
 John Lambros TRW,1 Space Park,,Redondo Beach,CA,90278, , D  
 Pierre LaMond Sequoia Capital,3000 Sand Hill Road,IV-280,Memlo Park,CA,94025, ,  
 Dick Lamy NEC,475 Ellis Street,,Mountain View,CA,94039, , C  
 George Landers Excel,2150 Commerce Drive,,San Jose,CA,95131, (408) 432-0500, C  
 Dale Landis ,10906 Northridge Square,,Cupertino,CA,95014, , D  
 Earl Lane , , , , , ,  
 Gary Lane Gann Prod. Co.,9540 Stewart & Gary Road,,Downey,CA,90241, , D  
 Jack Lane Casper, , , , , ,  
 Bob Lanford ,14897 Sobey Road,,Saratoga,CA,95070, , D  
 Barbara Lang ,1118 Plum Avenue,,Sunnyvale,CA,94087, , C  
 David Lang ,835 Bing Drive #8,,Santa Clara,CA,95051, , C  
 Jim Lang Fujitsu,3320 Scott Blvd.,,Santa Clara,CA,95051-0867, (408) 727-1700, C  
 Jerry Larkin Quorum,4701 Patrick Henry Drive,Bldg. #12,Santa Clara,CA,95054, (408) 980-0812, C  
 Dave LaRock LSI Logic,8300 Norman Center Drive,,Minneapolis,MN,55437, , C  
 Ib Larsen ,589 Hyde Park Drive,,San Jose,CA,95136, , C  
 Janet Larson Signetics,811 E. Arques Avenue,,Sunnyvale,CA,94088, , c  
 Mark Larson LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Jay Last ,609 Mountain Drive,,Beverly Hills,CA,90210, , D  
 Don Laughlin CAE Systems,,Sunnyvale,CA,94086, (408) 745-1440, Bad Address  
 Lou LaVoti , , , , , ,  
 Mary & Trevor Law ,421 San Domingo Way,,Los Altos,CA,94022, , C  
 Dave Laws Altera Corp.,3525 Monroe Street,,Santa Clara,CA,95051, (408) 984-2800, C  
 Jerry Lawson Signetics,811 E. Arques Avenue,,Sunnyvale,CA,94088, , C  
 Gary Lazzarotti Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Dawson Lee ,329 Acacia Street,,Daly City,CA,94014, , D  
 Dickson Lee SIG, , , , , ,  
 Susan Lee ,1089 Rankin Drive,,Milpitas,CA,95035, , C  
 Terry Leeder Signetics,811 E. Arques Avenue,P.O. Box 3409,Sunnyvale,CA,94088-3409, , C  
 Gerald Leeds CMP Publications,600 Community Drive,,Manhasset,NY,11030, , D  
 Bill Lehner , , , , , ,  
 Margie Leitner AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Paul Lelko Lilko Sales,13773 N. Central Expressway,#1650,Dallas,TX,75243, , D  
 Phil Lenihan DESIGN NEWS,3031 Tisch Way, #100,,San Jose,CA,95128, (408) 243-8838, C  
 Joy Leo-Woo ,1506 Gilbert Place,,Fremont,CA,94536, , C



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Adriene Julino ,1002 Boranda,,Mountain View,CA,, , C  
 L. J. Kabell ,12552 Utopia Way,,San Diego,CA,92128, , D  
 Stu Kagan ,,,,,,  
 Eve Kahlen ,5929 Blairstone Drive,,Culver City,CA,90230, , C  
 Jim Kane Fujitsu Microelectronics,3320 Scott Blvd.,,Santa Clara,CA,95054-3197, (408) 980-1047, C  
 Carol J. Kantor Business Builders,20370 Town Center,Suite 155,Cupertino,CA,95014, (408) 446-4400, C  
 Alex Karuzin ,468 Paco Drive,,Los Altos,CA,94022, , C  
 John Katsoros Altos Computer,2641 Orchard Parkway,,San Jose,CA,95134, , C  
 Lionel Kattner ,7115 Lupton Drive,,Dallas,TX,75225, , D  
 Lou Kaufeld ,,,,,,  
 Barry Kauffman QPI Sales,7871 Ring Street,,Long Beach,CA,90808, , D  
 Jim Keim ,1432 Royal Ann Court,,San Jose,CA,95129, , C  
 Jim & Win Keim Performance Semiconductor,610 E. Waddell,,Sunnyvale,CA,94089, , C  
 Kathy Kelly AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Rachel Kelly Amdahl,1250 E. Arques Avenue,,Sunnyvale,CA,, , c  
 Ed Kemp Semetel Corp,3450 Fujita Street,,Torrence,CA,90505, , D  
 Betty Kemper ,703 Lois Avenue,,Sunnyvale,CA,94087, , C  
 Jim Kennedy Pro Associates,890 Saratoga Avenue,,San Jose,CA,, , c  
 Chuck Keough ,2245 Oak Hill Drive,,Lisle,IL,60532, (312) 960-0670, C  
 John Keyashian Raytheon,350 Ellis Street,,Mountain View,CA,, , C  
 Art Keyser ,1315 Lily Way,,Southampton,PA,18966, (215) 355-1497, C  
 Colin C. Kidd Block A 12/F, Flat 2,Grandville Gardens,Shiu Fai Terrace, Hong Kong, 5-8381025,,,,, C  
 Jerry Kiechian Intersil,10700 Ridge View Court,,Cupertino,CA,95014, , C  
 Terry Kilduff ,,,,,, Deceased  
 Sandy Kile ,875 Brookline - A,,Sunnyvale,CA,94087, , C  
 Evelyn Kim ,5 Arbor Circle,,Novato,CA,, , D  
 Harriet Kindall ,,,,,,  
 Alan King PMI,1500 Space Park Drive,,Santa Clara,CA,95054, , C  
 Jim King Dalmo Victor,1515 Industrial Way,,Belmont,CA,95002, , D  
 Dave & Penny Kinnear ,45 Carousel Lane,,Baldwinsville,NY,13027, (315) 638-8682, C  
 Judy Rowan Kirker ,1174 Clubhouse Drive,,Aptos,CA,95003, , C  
 Bill Kirkham Fairchild,313 Fairchild Drive,,Mountain View,CA,94039, , C  
 Lonel? Kirton Avantek, Inc.,3175 Bowers Ave.,,Santa Clara,CA,95054, (408) 727-0700, C  
 Larry Kissler Sigmetics,811 E. Arques Avenue,P.O. Box 3409,Sunnyvale,CA,94088-3409, , C  
 Art Kitowski AMD,901 Thompson Place,,Sunnyvale,CA,94086, , D  
 John Kitrow ,2630 S. Everglade,,Santa Ana,CA,92704, , C  
 Frank Klass ,,,,,,  
 Jackie Klay ,40642 Andante Street,,Fremont,CA,94536, , C  
 Eugene Kleiner Kleiner Perkins et al,4 Embarcadero Center,Suite 3520,San Francisco,CA,94111, (415) 421-3110, C  
 Mike Klyseiko AMD,901 Thompson Place,M/S #40,Sunnyvale,CA,94088, , C  
 Calin Knight ,,,,,,  
 Tom Knight Fujitsu Microelectronics,3320 Scott Blvd.,,Santa Clara,CA,95054-3197, , C  
 Bill Knowlin SIG,,,,,,  
 Cliff Knudson ,620 Baltosrol Drive,,Aptos,CA,95003, , D  
 Kathy Knudson AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Herb Knufken ,6124 Berwick Place,,Westlake Village,CA,91361, , D  
 Jan Kobek ,1494 Douglas,,San Jose,CA,95126, , C  
 Don Kobrin ,732 Greer Rd.,,Palo Alto,CA,94303, (415) 856-6658, C  
 Paul Koeler ,,,Portland,,, , c  
 Dick Koetel Intersil,10700 Ridge View Court,,Cupertino,CA,95014, , C  
 Jim Koford LSI Logic,1551 McCarthy Blvd,,Milpitas,CA,95035, , C  
 Keith Kolerus NSC,2900 Semiconductor Drive,,Santa Clara,CA,95051, , C  
 Don Koller ,,,,,,  
 Jack Korpan Electronic Business,Cahners Publishing,3031 Tish Way, #100,San Jose,CA,95128, (408) 243-8838, Confirm  
 Jack Konrath GEH,1288 El Solyo Drive,,Felton,CA,95018, , C  
 George Korpontinos ,3020 Country Club Court,,Palo Alto,CA,94304, , D  
 George Korpontinos Magna Sales,3333 Bowers Suite 251,,Santa Clara,CA,95054, , C  
 Dick Kors Kors/Marlar,5201 Great America P'way,Suite 320,Santa Clara,CA,95054, (408) 562-6122, C  
 John Koski Centaur Corp.,18006 Skypark Circle #106,,Irvine,CA,92714, , C



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Edy Howell FSC, , , , , ,  
 Don & Cherry Hoyt ,6 Birch Lane,,Fairport,NY,14450, (716) 377-3303, C  
 Jane Hrable G2,1655 McCarthy Blvd.,,Milpitas,CA,95035, , C  
 Hal Hubbard ,3915 Ryder Street,,Santa Clara,CA,95051, , D  
 Jess Huffman ,628 East Evelyn,,Sunnyvale,CA,94086, , D  
 Jess Huffman ,2260 Peaceful,,Rescue,CA,95672, , D  
 Uli Hugel ,170 Wildhorse Valley Road,,Novato,CA,94747, , D  
 Donna Hughes Brother & Anthem,2070 Sierra Wood Drive,,San Jose,CA,95132, , C  
 Ken Hughes ,1683 New Brunswick,,Sunnyvale,CA,94087, (408) 738-2189, c  
 Cheryl Hunt Magna Sales,3333 Bowers,Suite 251,Santa Clara,CA,95054, , C  
 Pete Huntsinger New Era,1362 Bordeaux Drive,,Sunnyvale,CA,94086, , C  
 Sean Hurley NSC,2900 Semiconductor Drive,,Santa Clara,CA,95051, (408) 721-5000, C  
 Rob Hurlton Micrel,1235 Midas Way,,Sunnyvale,CA,94086, , C  
 Gary Hurst AMI, , , , , ,  
 Gunnar Hurtig ,20024 Charters Court,,Saratoga,CA,95070, , D  
 John Husher Micrel,639 N. Pastoria Avenue,,Sunnyvale,CA,94086, , C  
 Syed Hussain Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Jerry Hutchinson , , , , , ,  
 Jim Hutkay Anthem Electronics,1040 East Brokaw,,San Jose,CA,95131, , C  
 Paul Hwoschinsky ,888 La Mesa,,Ladera,CA,94025, , D  
 Carol Hyashi ,,,Santa Clara,CA,, (408) 243-0644, Bad Address  
 Myrina Hyatt Intersil, , , , , ,  
 Nancy Iaunders Amdahl,1250 E. Arques Avenue,,Sunnyvale,CA,, , c  
 Jim Imaha NSC,2900 Semiconductor Drive,,Santa Clara,CA,95051, , C  
 Jerry Ingram ,70 Biscayne Drive NW,#2,Atlanta,GA,30309, (404) 352-2433, C  
 Bill Irons ,29 Belmont Avenue,,Fairfax,CA,94030, , D  
 Velma Isaac ,120 Chase Street,,Vallejo,CA,94590, , D  
 Charley Isherwood IMP,2830 North 1st Street,,San Jose,CA,95134, , D  
 Steve Islava Magna Sales,3333 Scott Blvd.,Suite 251,Santa Clara,CA,95054, , C  
 Bert Iwanaka Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Carol Jacobson Signetics,811 E. Arques Avenue,,Sunnyvale,CA,94086, , c  
 Pete Jacobson ,7 Hamilton Avenue,# 3-3,S. Norwalk,Co,06854, , D  
 Bob & Dell Jacoko ,232 W. Arbor,,Sunnyvale,CA,94086, , C  
 David James ,1960 Clay Street,,San Francisco,CA,94109, , D  
 Jim Jasen Signetics,811 E. Arques Ave.,,Sunnyvale,CA,94086, , c  
 Steve Jasper ,20191 Bonnie Brae,,Saratoga,CA,95070, , C  
 Ralph Jassen Micro Sales,64 W. Seegers Road,,Arlington Heights,IL,60005, , C  
 Ted Jenkins Intel,151 Blue Ravine Road,,Folsom,CA,, , C  
 Hal Jessup ,854 Runningwood Ct.,,Mountain View,CA,94040, , C  
 Polly & Hal Jessup ,854 Running Wood Circle,,Mountain View,CA,94040, , D  
 Peggi Jewett Altara Corp.,3525 Monroe Street,,Santa Clara,CA,95051, , D  
 Maida Jiminez LSI Logic,1551 McCarthy Blvd.,Milpitas,CA,95035, , C  
 Brian Johnson ,10398 Meadow Place,,Cupertino,CA,95014, , C  
 Carol Johnson Altera,3525 Monroe St.,,Santa Clara,CA,95051, , C  
 Jim Johnson FSC,810 W. Maude,,Sunnyvale,CA,94086, , C  
 Tom Johnson ,2659 Glen Ferguson Circle,,San Jose,CA,95148, , D  
 Al Jones Hewlett Packard,Post Office Box 2147,,Colorado Springs,CO,80901, , D  
 Chris Jones FSC, , , , , ,  
 Dave Jones ,,,Auburn /Grass Valley?, , , ,  
 Dick Jones , , , , , ,  
 Ed Jones LSI Logic,1551 McCarthy Blvd.,Milpitas,CA,95035, , C  
 Jean Jones Intel,3601 Juliette Lane,,Santa Clara,CA,95052, , D  
 Queenie Jones ,149 20th Street,,Richmond,CA,94804, , D  
 Terry Jones N.W. Mktg. Assoc. Inc.,6975 SW Sanburg Road,#330,Portland,OR,97223, , D  
 Jack Jordan , , , , , ,  
 Jim Jordan Jordan Electronics,18481 Jocotal,,Villa Park,FL,94086, , D  
 Larry T. Jordan Integrated Device Technology,3236 Scott Blvd.,P.O. Box 58015,Santa Clara,CA,95054-8015, (408) 727-  
 , C  
 Dick Joyce NSC, , , , , ,







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Brenda Gulloetto ,4090 Barrymore Drive,,San Jose,CA,95117, (408) 244-9695, C  
 Pat Gulyas ,1346 Arroyo Seco Drive,,Campbell,CA,95003, , C  
 Dick Gunderson ,,,,,,  
 Marilyn Gunderson ,,,,,,  
 Paul Gupta Intersil,10700 Ridgeview Court,,Cupertino,CA,95014, , C  
 Jim Guravinta ,9994 Westside Road,,Forestville,CA,95436, , D  
 John Gustafson Gigabit,1908 Oak Terrace,,Newberry Park,CA,91320, , C  
 Carol Haag ,,,,,,  
 Phil Haas ,,,,,, Deceased  
 Chez Haba Haba Systems,,Van Nuys,CA,91405, (818) 901-8828, Bad Address  
 Mike Hackworth Cirris Logic,1463 Center Point Drive,,Milpitas,CA,, , C  
 Joan & Dave Hadden ,241 N. Clark Avenue,,Los Altos,CA,94022, , C  
 Geri Hadley Silicon Valley Wayfairers Association,1044 Forest Av.,,Palo Alto,CA,94301, (415) 327-4224, C  
 Geri Hadley LSI Logic,1551 McCarthy Blvd.,,Milpitas,CA,95035, , C  
 Bob Hageman ,1212 Oakland Road,#42,San Jose,CA,95112, , C  
 Linda Hageman FSC,,,,,,  
 Arthur Hale ,1835 Kirkmont Drive,,San Jose,CA,95124, , D  
 Dave Hall ,7775 Soquel Drive,,Aptos,CA,, (408) 688-3921, D  
 John Wylie Hall ,330 Parker Avenue,#204,San Francisco,CA,94118, (415) 750-9120, C  
 Sandy Hall ,2000 Post Street,#440,San Francisco,CA,94115, , D  
 Gunther Haller FSC,,,,,, D  
 Roger Halliday Silicon General,11861 Western Avenue,,Garden Grove,CA,92641, , D  
 Jack Halter ,1620 Castilleja,,Palo Alto,CA,, , D  
 Halfon Hamaoui 3H Industries,12380 Saratoga Sunnyvale Road,,Saratoga,CA,95070, , C  
 Jerry Hambidge ,,,,,,  
 Brooks Hamilton ,7100 Galli Drive,,San Jose,CA,95129, , D  
 Scotty Hamilton ,,,,,,  
 Tony Hamilton Hamilton/Avnet,1095 Washington Blvd.,,Culver City,CA,90230, , C  
 Tony Hamilton ,154 N. Woodburn Drive,,Los Angeles,CA,90049, (213) 472-7392, C  
 Doris Hammer ,,Los Gatos,CA,95030, , Bad Address  
 Ron Hammer ,5942 Drytown Place,,San Jose,CA,, (408) 997-1222, D  
 Don Hammond ,1162 Braemer Ct.,,San Jose,CA,95132, , C  
 Linda Hammond ,,,,,,  
 Bob Hand ,Capicator Co in S. Carolina,,,,, , c  
 Dick Hannigan Genus,,,,,, c  
 Cy Hannon LSI Logic,1551 McCarthy Blvd.,,Milpitas,CA,95035, , C  
 Cheryl Hansen Siliconix,2201 Laurelwood Drive,,Santa Clara,CA,95054, , C  
 Dirk Hansen ,,,,,,  
 John Hardy Siemens,545 Rainier Blvd., No.,,Issaquah,WA,98027, , D  
 Dave Harper GE/RCA,,Bay Area,,,,, , c  
 Cecil Harris ,,,,,,  
 George Harris ,821 Pine Cone Drive,,Scotts Valley,CA,95066, , D  
 Ginny Harris ,,,,,,  
 Jack Harris ,21083 Comer Drive,,Saratoga,CA,95070, (408) 741-1159, A  
 Stu Harris ,4277 Park Blvd.,,Palo Alto,CA,, , c  
 Stu Harris AMI,,,,,, (415) 493-6437, D  
 Willa Harris ,701 South 41st,,Richmond,CA,94804, , D  
 Greg Harrison ,22325 Ranch Deep Cliff Drive,,Cupertino,CA,95014, , D  
 Bob Hartman ,1231 Regency Place,,San Jose,CA,95129, , D  
 Bob Harvath ,7903 Michael Ct.,,Roseville,CA,95678, (916) 791-0102, C  
 Paul Harwood ,4145 Moon Flower Court,,San Jose,CA,95135, , D  
 John Hatch AEA,5201 Great America Parkway,,Santa Clara,CA,, , D  
 John Hatch NSEP,Post Office Box 60879,,Sunnyvale,CA,94088, , D  
 Tony Hatherlay ,50 West Edith #3,,Los Altos,CA,94022, (415) 941-1400, C  
 Dan Hauer SMOS Systems,2460 North First Street,,San Jose,CA,95131, , C  
 Dave Haun ,,,,,,  
 Steve & Mary Haust ,18 Kendall Ave.,,Binghamton,NY,13903, (607) 722-5430, C  
 Betty Hawkins ,1670 El Canino Real,#206,Menlo Park,CA,94025, , D  
 Mike Hawkins Signetics,811 E Arques Ave.,,Sunnyvale,CA,94086, , C



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Vince Fulginiti ,4899 Campbell Avenue,#3,San Jose,CA,95130, , D  
 Vince Fulginiti ,520 S. Cascade Terrace,,Sunnyvale,CA,, , D  
 Vince Fulginiti c/o Alia Sales Assoc.,1708 Cloister Way,,Plano,TX,75075, , D  
 Evine Fulginnitte ,,,,,,  
 Dave Fullagar Maxim,25023 Soquel Road,,Los Gatos,CA,95030, , C  
 Art Fury ,,,,,, (408) 257-5238, C  
 Barbara Gabaldon AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Nell Gainer ,5218 Ernest,,El Cerrito,CA,94530, , D  
 Vale Gale ,1221 N.E. 51st Street,#115,Hillsborough,OR,97124, , D  
 Tina Galindo ,900 Pepper Tree Lane,#1713,Santa Clara,CA,95051, (408) 984-4748, C  
 Joan Bottero Gallicno ,38115 Paseo Padre Court,,Fremont,CA,94536, , D  
 Brenda Gallo Hamilton Avnet,1175 Bordeaux Drive,,Sunnyvale,CA,94089, , C  
 Brenda Gallo ,1001 Evelyn Terrace,#167,Sunnyvale,CA,94086, , D  
 Angie Garcia ,492 Southwood Avenue,,Sunnyvale,CA,94086, , D  
 Cheryl Garcia AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 Karen Garcia Arrow,1152 Morse St.,,San Jose,CA,95126, , C  
 Rita Gardiner ,125 Palmer,,Mountain View,CA,94043, , C  
 Donna Gardner ,1834 Swanston Way,,San Jose,CA,95132, , C  
 Marcia K. Garrett ,407 Acalanes Drive #12,,Sunnyvale,CA,94086, , C  
 Ed Garrigues ,401 Vermont,,Moss Beach,CA,94038, , D  
 Jack Gates ,P.O. Box 1029,,San Juan Bautista,CA,95045, , C  
 Ken Gates AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
 H. Ward Gebhardt ,238 Elenor Drive,,Woodside,CA,94062, (415) 369-9541, C  
 Bob Gentles PTI International,4444 Scotts Valley Drive,,Scotts Valley,CA,95066, , C  
 Al George Centaur Corp,18006 Skypark Circle,,Irvine,CA,92714, , C  
 Peter George ,22 Greatstone Drive,,Merrimack,NH,03954, (603) 424-4736, C  
 Clive Ghest AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, , C  
 John J. Giblin ,1451 Woodgrove Square,,San Jose,CA,95117, , C  
 Hoot Gibson ,,,,,,  
 Marti Gibson LTC,1630 McCarthy Blvd.,,Milpitas,CA,95035, , C  
 Jack Gifford Maxim Integrated Products,510 N. Pastoria Ave.,,Sunnyvale,CA,94086, , C\*  
 Jack Gifford ,165 Farm Road,,Woodside,CA,94062, (415) 851-8299, C  
 Jim Giles AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, , C  
 Harry Gill Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Gil Gilmore ,,,,,,  
 Virginia Glagola LSI Logic,1551 McCarthy Blvd.,,Milpitas,CA,95035, , C  
 Virginia Glagola ,1555 W. Middlefield,#24,Mountain View,CA,94043, , C  
 Justin Go LSI Logic,1551 McCarthy Boulevard,,Milpitas,CA,95035, , D  
 Richard Goering Computer Design,3333 Bowers Avenue,Suite 100,Santa Clara,CA,95054, , D  
 Rick Goernor SST,,Tustin,CA,, , c  
 Peyton Goines ,3515 Fawn Creek Path,,Austin,TX,78746, , D  
 Ken Goldman VLSI Technology,1109 McKay Drive,,San Jose,CA,95313, , C  
 Gretchen & Ralph Goldsworth ,201 Calle Miraman,#27,Redondo Beach,CA,90277, , D  
 Nick Goldy Marshall,,Sacramento,CA,, , Bad Address  
 Stan Goobich ,,,,,,  
 Tom Goodman ,112 Pinewood Lane,,Los Gatos,CA,95030, , C  
 Ray Gouldsberry AMD/MMI,,Dallas,TX,75243, , Bad Address  
 Margie Gouveia ,150 Filbert Avenue,Apt. I,Sausalito,CA,94965, , D  
 Bob Graham Novellus Systems,3950 N. 1st Street,,San Jose,CA,95134, , D  
 Jim Gramh EDN,3031 Tisch Way,#100,San Jose,CA,95128, , D  
 Ray Gramer Signetics,811 E. Arques Ave.,,Sunnyvale,CA,94086, , c  
 Kay Grant VLSI Technology,1109 McKay Drive,,San Jose,CA,95131, , C  
 Charlie Gray Flower Power Light,Post Office Box 176,,Indiantown,FL,34956, , D  
 Alan Gregory ,1220 Vienna Drive,,Sunnyvale,CA,, (408) 734-4526, D  
 Cassandra Grey ,955 Porter Street,#201,Vallejo,CA,94590, , D  
 Victor Grinich ,434 Walnut,,Santa Cruz,CA,95060, , D  
 Andy Grove Intel,3065 Bowers Avenue,,Santa Clara,CA,95051, , C  
 Hal Grutchfield ,500 Golden Sky Lane,,Anaheim,CA,92807, , D  
 Vicky Guevaraa LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C



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Birdie Fanlin ,115 Madrone Avenue,,San Anselmo,CA,94960, , D  
 Jules Farango Elantec,1996 Tarcob Ct.,Milpitas,CA,95035, , C  
 Jay Farley ,,,,,, (000) 245-5602, D  
 John Farley Farley Marketing,26047 Edgemont Drive,,San Bernardino,CA,92404, , D  
 Janis Farmer AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, , C  
 Mike Farnsworth ,24220 Hillview Road,,Los Altos,CA,94022, , D  
 Ed Farrell ,24354 VanOwen,,Canoga Park,CA,91307, , D  
 Gail Federspiel ATT,,Bay area sales office,,,, , c  
 Skip Fehr ,10196 English Oak Way,,Cupertino,CA,95014, , C  
 Bob Feld ,16666 Blue Oak Way,,Grass Valley,CA,95949, , D  
 Jim Feldt ,24783 Loma Prieta Avenue,,Los Gatos,CA,95030, (408) 353-2349, C  
 Will Fellner Intel,3535 Garrett Drive,M/S FRI-39,Santa Clara,CA,95052, , D  
 Tom Felmons West Associates,8000 Centre Park,#250,Austin,TX,78754, , D  
 Mike Feltman ,,,,,, ,  
 Manny A. Fernandez Dataquest,1290 Ridder Park Drive,,San Jose,CA,95190, , C  
 Mike Ferrare ,,,,,, (000) 732-2204,  
 Dennis Ferraz Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
 Barry Fidelman ,,,,,, ,  
 Joe Fijak Intersil,10700 Ridge View Court,,Cupertino,CA,95014, , C  
 Bill Finney Sigmetics,811 E. Arques Ave,,Sunnyvale,CA,94086, , c  
 Barbara Flanagan ,1317 Buck Road,,Feasterville,PA,19047, (215) 357-5803, C  
 Tom Flemons ,,Texas Rep,,,, , c  
 Audry Fletcher LSI Logic,48580 Kato Road,,Fremont,CA,94539, , D  
 Pete Fletcher ,947 E Lamesa Terr.,Sunnyvale,CA,94086, , C  
 Vennie Flocchini ,920 McDowell Boulevard,,Petaluma,CA,94952, , D  
 Joseph Flowers ,2790 Stacia Drive,,San Jose,CA,95125, , D  
 Dan Floyd ,86 Hollins Drive,,Santa Cruz,CA,, (408) 425-1923, D  
 Ron Floyd SIG,,,,,, ,  
 Bill Fockleman ,,,,,, ,  
 Shawn Fogerty ,1633 8th Street,,Manhattan Beach,CA,90266, , D  
 Dick Forrest PMI,,Tiapei, Taiwan,,, , Bad Address  
 Roy Forsberg EDN,275 Washington Street,,Newton,MA,02158-1630, , D  
 Rich Forte AMD/MMI,2175 Mission College Blvd.,Santa Clara,CA,95054, , C  
 Rich Forte ,1554 Plateau Drive,,Los Altos,CA,94022, (415) 941-6632, C  
 Tom Fotheringham ,1436 Aura Way,,Los Altos,CA,94022, , C  
 Joe Fowler VLSI Tech.,1109 McKay Drive,M/S 33,San Jose,CA,95131, , C  
 Bob Fox West Marketing,1543 Tyron Road,,Atlanta,GA,30319, , D  
 George Fox ,1017 Pepper Tree Avenue,,Sunnyvale,CA,94087, , C  
 Tony Frahy?? NSC,,,,,, ,  
 Mona Frances ,,,,,, ,  
 Art Francis ,,,,,, ,  
 Jan Francis ,6242 Calle Bonita,,San Jose,CA,95120, , D  
 Romona Francis ,360 Merrill Road,,San Jaun Bautista,CA,94045, , D  
 Larry Frankfurt ,207 Orangeblossom Lane,,Irvine,CA,92714, , D  
 Richard Franklin ,3580 Louis Road,,Palo Alto,CA,94306, , C  
 Richard Franklyn Skjerven Merrill MacPherson,3600 Pruneridge,Suite 100,Santa Clara,CA,95051, (408) 246-1405, C  
 Paul Franson Paul Franson and Associates,181 Metro Drive,Suite 300,San Jose,CA,95110, (408) 298-1221, C  
 Jim Frasier NSC,,,,,, ,  
 Randy Frederick Sigmetics,811 E. Arques Avenue,P.O. Box 3409,Sunnyvale,CA,94088-3409, , C  
 Art Freeland ,325 Sylvan,#130,Mountain View,CA,94041, , D  
 Dave Freeman ,614 Santiago,,Long Beach,CA,90814, , D  
 Patty Freeman LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C  
 Joel Friedman Linear Technology,1630 McCarthy Blvd.,Milpitas,CA,95035, , c  
 Bob Friedman ,,,,,, ,  
 Alice Frieland Raytheon,350 Ellis Street,,Mountain View,CA,94039-7016, , C  
 Bev Frietas Sigmetics,811 E. Arques Avenue,,Sunnyvale,CA,94088, , C  
 Don Fritz Cypress Semiconductor,4345 Lynfield Lane,,San Jose,CA,95136, , D  
 Bob Frostholm Integrated Power,2727 Walsh Avenue,,Santa Clara,CA,95051, , C  
 Al Frugaletti AMD/MMI,2175 Mission College Blvd.,Santa Clara,CA,95054, , C



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Chuck DeVita ,10168 Cass Place,,Cupertino,CA,95014, (408) 996-3670, D  
 Leo Devork ,24745 Olive Tree Lane,,Los Altos Hills,CA,94022, , D  
 Harry Dexter ,6242 Jenniffer Ct.,,Simi Valley,CA,93063, (805) 527-4927, C  
 Suzi Diaz ,,,Boston,MA,, ,  
 Dick Dickerson ,501 Pacific,,,,, C  
 Beth Diel Performance Semiconductor,610 E. Waddell,,Sunnyvale,CA,94089, , C  
 Jim Diller Sierra Semiconductor,131 Escibar,,Portola Valley,CA,94025, , C  
 Nabil Dimony Signetics,811 E. Arques Ave.,,Sunnyvale,CA,94086, , c  
 Leo Divark ,,,,,,  
 Jim Dixon ,,,,,,  
 Judy & Bov Dixon ,2467 Amaryl Drive,,San Jose,CA,95132, , C  
 George Dolan U.S. Dept. of Commerce,4106 Federal Building,P.O. Box 50026,Honolulu,HI,96850, (808) 541-1782, C  
 John Domingo ,,,,,, C  
 Tom Domingo ,,,,,,  
 Tom Donovan MicroChip Technology,2355 West Chandler Boulevard,,Chandler,AZ,85224-9968, , D  
 Dick Dowd ,4202 Victoria Park Drive,,San Jose,CA,95136, , D  
 Jim Downey ,26000 Newbridge Road,,Los Altos Hills,CA,94022, , c  
 George Dowy ,244 More Ave.,,Los Gatos,CA,95030, , C  
 Norman Doyle Semipro International,788 Syacamore Drive,,Milpitas,CA,95035, , C  
 Paul Driscoll ,,,,,,  
 Patti Driven ,9000 Ols Redwood Highway,,Cotati,CA,94928, , D  
 Zeev Droori AMD/MMI,2151 Mission College Blvd.,,Santa Clara,CA,95054, (408) 970-9700, C  
 Bob Duca ,58 Winfield Road,,Holden,MA,01520, , D  
 John Duffy Altera,3525 Monroe Street,,Santa Clara,CA,95051, , C  
 James Dunlap Silvar Lisco,1080 Marsh Road,,Menlo Park,CA,94025, (408) 265-2740, C  
 Frank Durand ,553 Connemara Way,,Sunnyvale,CA,, , D  
 Esther Durden Retired,,,,, C  
 Leo Dwork ,24745 Olive Tree Lane,,Los Altos,CA,94022, , D  
 Bob Dwyer SC3,,,,, (714) 731-9206, C  
 Bob Dwyer Silver Cloud Semicond. Sls. Con.,741 Mockingbird,,Anaheim Hills,CA,92807, , C  
 Tom Dyer ,960 Shauna Lane,,Palo Alto,CA,, , D  
 Tom Dyer T. Dyer and Assoc.,21835 Almaden Circle,,Cupertino,CA,95014, (408) 446-0713, C  
 Jim Early ,740 Center Drive,,Palo Alto,CA,94301, , D  
 John East AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, (408) 732-2400, C  
 Paul Eder Anthem Electronics,1040 E. Brokaw Road,,San Jose,CA,95131, (408) 295-4200, C  
 Butch Edgell ,848 North Windson Circle,,Mesa,AZ,85203, , D  
 Bill & Barb Edlund ,1003 Embassy Way,,Johns Island,SC,29455, (803) 768-1658, C  
 Hudson Edwards Hudson Edwards,1757 Grandview,,So. San Francisco,CA,94080, (415) 589-9260, C  
 Josiane Edy NEC,475 Ellis Street,,Mountain View,CA,94039, , C  
 Tom Egan ,,,,,,  
 Ray Eichler LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C  
 Bill Elden Genus, Inc.,515 Ellis Street,,Mountain View,CA,94943, , D  
 Jim Ellich ,1180 Westridge Drive,,Portola Valley,CA,94025, , D  
 Frank Ellis FSC,4300 Redwood Highway,,San Rafael,CA,, , C  
 Frank Ellis ,5120 Blackbird Drive,,Pleasanton,CA,94566, , D  
 Dr. Orville Ellsworth Foothill College,12345 El Monte Road,,Los Altos Hills,CA,94022, , D  
 Liz Elstad ,,,,,, Deceased  
 Gary Emanuel ,,,,,, (415) 494-4053, C  
 Al Enamait Signetics,811 E. Arques,,Sunnyvale,CA,94086, , C  
 Art Engrald ,1549 Ashcroft Way,,Sunnyvale,CA,94087, (408) 245-0532, C  
 Eric & Stella Epting ,6605 Barnsdale Ct.,,San Jose,CA,95120, , C  
 Bob Erdi LTC,1630 McCarthy Blvd.,,Milpitas,CA,95035, , C  
 Chuck Erickson Xilinx,2069 Hamilton Avenue,,San Jose,CA,, , D  
 Harry Eser ,,,,,,  
 Dave Esto Arrow,1152 Morse St.,,San Jose,CA,95126, (000) 945-5000, C  
 Cal Evans ,,,,,,  
 Nigel Evans Siliconix,2201 Laurelwood Drive,,Santa Clara,CA,95054, , C  
 Don Ewing ,686 Vera Cruz Avenue,,Los Altos,CA,94022, , D  
 Larry Falcinilla ,23048 Evergreen Lane,,Los Gatos,CA,95050, , D



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Gary Craig Performance Semiconductor, 610 E. Waddell, Sunnyvale, CA, 94089, , C  
 Chuck Crane HP, , , , , ,  
 Bill Cranky EDN, 3031 Tusch Way, #100, San Jose, CA, 95128, , D  
 Tom Crawford , 2380 Sunny Vista Drive, San Jose, CA, 95128, , C  
 Harriet Crewell , 6196 Gerdt's DR., San Jose, CA, 95135, , C  
 Dick Crippen , 2669 Yorktown Drive, Mountain View, CA, , (415) 961-8212, D  
 Herb Crissito RCA, Rt. 202, Somerville, NJ, 08876, (201) 685-7308, C  
 Art Croes , 65 Maple, Atherton, CA, 94025, , C  
 Mike Cromartie LSI Logic, 1551 Mc Carthy Blvd, M/S 113, Milpitas, CA, 95035, , C  
 Timothy Cronin , 77 Fourth Avenue, Needham, MA, 02194, (617) 449-5000, C  
 John Crosby Western Digital, 2300 S. Main Street, Irvine, CA, 92714, , D  
 Ed Crump , 40 Jacinto Way, Novato, CA, 94947, , D  
 Michael Crumper , 684 E. Julian Street, San Jose, CA, 95112, , D  
 Hal Crutchfield , 500 Golden Sky Lane, Anaheim, CA, 92807, , D  
 Lorraine Cuilla , 3651 Williams Road, San Jose, CA, 95117, , C  
 Pauline Curiel AMD/MMI, 2175 Mission College Blvd., Santa Clara, CA, 95054, , C  
 Cathy Curtis , , , , , ,  
 Judy Curtis , , , , , ,  
 Mercer Curtis , , , , , ,  
 Bob Cushman Exel, 2150 Commerce Drive, San Jose, CA, 95131, (408) 942-0500, C  
 Robert Cushman , 82 Glen Lake Drive, Pacific Grove, CA, 93950, , D  
 Paul Cusick , 19869 Via Escuela Drive, Saratoga, CA, 95070, (408) 741-0146, C  
 Carlos D'Angelo , , , , , Fred Board has address  
 Sandy D'Arcy VLSI Technology, 1109 McKay Drive, San Jose, CA, 95131, , C  
 Gordon Daggy Ridgeway, 765 North Mary, Sunnyvale, CA, 94086, , C  
 Jan Dahlin , 638 Emerson, Fremont, CA, 94538, , D  
 Janice Dahlin Equatorial Communications, 189 No. Bernardo Avenue, Mountain View, CA, 94043, , C  
 John & Rita Daly , 14 Walnut Ct., Fishkill, NY, 12524, (914) 896-0159, C  
 Coleman Danial , 10329 Dunker Ave., L.A., CA, , (213) 277-0372, C  
 Coleman Daniel Hamilton/Avnet, 1095 Washington Blvd., Culver City, CA, 90230, , C  
 Don Dapkus , , , , , ,  
 Matt Daty International Rectifier, 233 Kansas Street, El Segundo, CA, 90245, , D  
 Warren Daves SIA, 10201 Torre Avenue, Cupertino, CA, 95014, , D  
 Vern David , 1185 Nadine Drive, Campbell, CA, 95008, , C  
 Mary Jean Davidson Electronic Design, 1625 The Alameda, Suite 900, San Jose, CA, 94126, , C  
 Alice Davis , 482 N. Whisman Road, Mountain View, CA, 94043, (415) 964-1174, C  
 Carol Davis , , , , , ,  
 Dave Davis , , , , , ,  
 Martin De Lateur , 1370 Selo Drive, Sunnyvale, CA, 94087, , D  
 Phil De Marchen , , , , , ,  
 Tony De Phillips , 750 Harrison Avenue, Santa Clara, CA, , , D  
 Gardner De Spain , , , , , Deceased  
 Sally Griffen De Spain , 3246 Primera Avenue, Hollywood, CA, 90068, (213) 874-8255, C  
 Dave Deardorf Raytheon, 350 Ellis Street, Mountain View, CA, 94039, , C  
 Allie Dearmon , 1748 Blossom Avenue, Fairfield, CA, 94533, , D  
 Paul Deaudet , , , , , ,  
 David Debus , 2456 Chandler Avenue, Fort Myers, FL, 33907, , D  
 Tony Decarlo Intersil, , , , , ,  
 Pete DeJarno Raytheon, 350 Ellis Street, Mountain View, CA, 94039, , C  
 Bill Dematteis VLSI Technology, 1109 McKay Drive, San Jose, CA, 95131, , C  
 Bill Demsham , 1533 Norman Avenue, San Jose, CA, 95125, , C  
 Bill Denshium Signetics, 811 E. Arques Ave, Sunnyvale, CA, 94086, , c  
 Linda Derickson , 2998 Rosemary Ln., San Jose, CA, 95128, , C  
 Edwina DeRousse Coherent, 3270 West Bayshore Road, P.O. Box 10122, Palo Alto, CA, 94303, (415) 852-3636, C  
 Edwina DeRousse , 1180 Hollenbeck, Sunnyvale, CA, , , D  
 Catherine Derr , 1855 Sacramento Street, #5, San Francisco, CA, , , D  
 Walter Derrington EMS, P.O. Box 56, Saratoga, CA, 95071x, , C  
 Mahdu Desai , , , , , ,  
 William C. Deuchler LSI Logic, 8625 SW Cascade Avenue, Suite 200, Beaverton, OR, 97005, , D



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Edwin Chow Excel, 2150 Commercial Drive, P.O. Box 49007, San Jose, CA, 95161, , D  
 Herb Chriscito , 18 First Street, Florham Park, NJ, 07632, (201) 822-2606, C  
 Bob Christensen , 15120 Becky Ln., Monte Sereno, CA, 95030, , C  
 Lyn Christenson , 1705 Fulton Street, Palo Alto, CA, (415) 326-0420, C  
 Sharon Christman , 1074 Eagle Lane, Foster City, CA, 94404, , D  
 Mike Christoff , 121 Massol Avenue, #407, Los Gatos, CA, 95030, (408) 395-0248, C  
 Rich Christopher Fujitsu Microelectronics, 3320 Scott Blvd., Santa Clara, CA, 95054-3197, , c  
 Chris Chronis DCA, , , , , ,  
 John Chu AMD, 11650 Dawson, Los Altos, CA, 94022, , C  
 Jim Chun Siliconix, 2201 Laurelwood Drive, Santa Clara, CA, 95054, , C  
 Zareh Chutchian Intersil, , , , , ,  
 Charmaine Clark , 2091 Lockwood Drive, San Jose, CA, 95132, , D  
 Chris Clark , , , , , ,  
 Ed Clark , 2617 Southpark Drive, Santa Clara, CA, 95050, , C  
 John Clark , 2556 Dixon Drive, Santa Clara, CA, 95051, , C  
 Jim Clarke Samsung, 3725 N. First Street, San Jose, CA, 95134, (408) 434-5552, D  
 Kerry Ellen Clarke , 707 Continental Circle, #1014, Mountain View, CA, 94040, , C  
 Hal Clausen AMD/MMI, 2175 Mission College Blvd., Santa Clara, CA, 95054, , C  
 Bob Clayton , 104 Morrow Court, San Jose, CA, 95139, , D  
 Erik Cleage Altera, 3525 Monroe St., Santa Clara, CA, 95051, , C  
 Chuck Clemente CMP Publications, 600 Community Drive, Manhasset, NY, 11030, , D  
 Jim Clymer , Ask Balletto, , , , ,  
 Jerry Coan Brooktree, 1-13-21 Denenchofu, Ohta-ku, Tokyo 1445, Japan, , , C  
 Tony Cobanoglu , 2099 Fallenleaf Lane, Los Altos, CA, 94022, , D  
 Eileen Cobb , 2081 Wente Way, San Jose, CA, 95125, , D  
 Tom Cochetti , , , , , Deceased  
 Bill Coibion , 766 Dartshier Way, Sunnyvale, CA, 94087, (408) 733-1458, C  
 Bernie Conrad Cole Electronics Magazine, 1344A Northside Ave., Berkeley, CA, 94702-1150, (415) 528-4399, C  
 Grace & Graham Cole , 1599 Rebel Way, San Jose, CA, 95118, , D  
 Cheryl Collins , 78 Grant Street #3, Framingham, MA, 01701, (617) 879-1798, C  
 Loris Columbo , 2565 Portola Drive, #20, Santa Cruz, CA, 95062, , D  
 George Compton , 1230 Sharon Park Drive, Menlo Park, CA, 94025, , D  
 George Compton Sierra Semiconductor, 131 Escibar, Portola Valley, CA, 94025, , C  
 Kevin Conan AMD/MMI, 2175 Mission College Blvd., Santa Clara, CA, 95054, , C  
 \*\*Dave Conrad Pinnacle Sales, 25360 Becky Lane, Los Altos, CA, 94022, (415) 941-1484, c  
 Dave Conrad Pinnacle Sales, 275 Saratoga Ave., Suite 200, Santa Clara, CA, 95050, (408) 249-2400, C  
 Joe Consoli , 25551 Altamont Road, Los Altos, CA, 94022, (415) 948-8870, C  
 Dominic Consorte Samsung Semiconductor, 3725 North First Street, San Jose, CA, 95134-1708, (408) 434-5503, C  
 Perry Constantine LSI Logic Canada, Petro-Canada Center, #3410, 150 6th Ave. S.W., Calgary, Alberta, Canada, T2P 3Y7,  
 C  
 Tim Conway , 7746 Lorraine Avenue, Suite #207, Stockton, CA, 95210, , D  
 Connie Cook , 2566 Village Drive, Union City, CA, 94587, , C  
 Grant Coombs , 1201 St. Joseph Avenue, Los Altos, CA, 94022, , D  
 Jack Cooper , , , , , ,  
 Don Corbin NSC, , , Santa Clara, CA, 95051, , Bad Address  
 Patty Cordoza FSC, , , , , ,  
 Weldon Corran Signetics, 811 E. Arques Ave., Sunnyvale, CA, 94086, , c  
 Wilf Corrigan LSI Logic, 1551 McCarthy Blvd., M/S D-101, Milpitas, CA, 95035, , C  
 Jim Corzine , , , , , ,  
 Glen Costa , 415 Ignacio Boulevard, Novato, CA, 94947, , D  
 Pearl & Pete Costner , 1752 Maysong Court, San Jose, CA, 95131, , D  
 Ron Cote , 1044 Forest Ave., Palo Alto, CA, 94301, , C  
 Ron Cote Bridge Communications, 2081 Stierlin Road, Mountain View, CA, 94043, (415) 969-4400, C  
 Jim Courtice , 730 Linden Avenue, Los Altos, CA, 94022, (415) 941-2856, C  
 Bert Cox , 1001 Evelyn Terrace East, #187, Sunnyvale, CA, 94086, , D  
 Bonnie Cox c/o Western Micro Technology, 12900 Saratoga Avenue, Saratoga, CA, 95070, , D  
 Marshall Cox Western Micro Technology, 12900 Saratoga Avenue, Saratoga, CA, 95070, (408) 725-1662, C  
 Steve Cox Brooks Technical, 883 Stierlin Rd., Mountain View, CA, 94043, , C  
 Tim Cox , , , , , ,  
 Lee Coyle , , , , , ,



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Bryce Browning ,Star Route #231,,Sausalito,CA,94965, (415) 383-1148, C  
 Vivian Brumfield ,4712 Hedgewick Avenue,,Fremont,CA,94538, (415) 656-3695, C  
 John Bruning Eng. Mgmt.,14780 S. Buckner Creek Road,,Mulino,OR,97042, , D  
 Dick Bruno Cypress Semiconductor,3901 North First Street,,San Jose,CA,95134, , C  
 Jim Brye Gigabit Logic,1908 Oak Terrace,,Newberry Park,CA,91320, , C  
 Don Bryson Video 7,,,,,, (408) 446-9666, C  
 John Buchanan ,,,Mountain View,CA,, , Bad Address  
 Walt Buchanan Siliconix,2201 Laurelwood Drive,,Santa Clara,CA,95054, , C  
 George Buckingham ,19360 Sleepy Hollow Court,,Sonoma,CA,95476, , D  
 Margaret Budd ,1453 Melwood Drive,,San Jose,CA,95118, (408) 982-2634, C  
 Dan Buist Fujitsu Microelectronics,3320 Scott Blvd.,,Santa Clara,CA,95054, , C  
 Frank Burge Electronic Business,275 Washington Street,,Newton,MA,02158, , D  
 Janita Burks ,1331 Hale,,Vallejo,CA,94590, , D  
 Ron Burley IMP,2830 North 1st Street,,San Jose,CA,95134, , D  
 Terry Burnett Centaur Corp,18006 Skypark Circle,,Irvine,CA,92714, , C  
 Tom Burr Albert, Newhoff & Burr, Inc,2121 Avenue of the Stars,16 Floor,Los Angeles,CA,90067, , D  
 Dave Bursky Electronic Design,1625 The Alameda,Suite 900,San Jose,CA,95126, , D  
 Cheryl Burt ,1396 Goldenlake Road,,San Jose,CA,95131, , C  
 Ercile Byrd ,5245 Bancraft Avenue,,Oakland,CA,94601, , D  
 Jim Byrne SIG,,,,,, ,  
 Ron Byrnes FSC,,,,,, ,  
 Bud Byron ,,,,,, , c  
 Ursula Cabalzar ,1620 Coronado Way,,Burlingame,CA,94010, , C  
 Dave Cadden NEC,475 Ellis Street,,Mountain View,CA,94039, , C  
 Bruce Cahill Centaur Corp,18006 Skypark Circle,Suite 106,Irvine,CA,92714, , C  
 Chuck Caldera ,,,,,, ,  
 Ed & Jan Caldwell ,10645 Eloise Circle,,Los Altos,CA,94022, , D  
 Sadie Calicchio LSI Logic,1551 Mc Carthy Blvd.,M/S D-107,Milpitas,CA,95035, , C  
 William C. Callahan NSC,2900 Semiconductor Drive,M/S 23-200,Santa Clara,CA,95051, (408) 749-7432, C  
 Bill Campbell Altus Corp.,1610 Crane Court,,San Jose,CA,95112-4291, (408) 295-1300, C  
 Dolores Cannon LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C  
 Bill Capparelli VLSI,1109 McKay,,San Jose,CA,95131, , D  
 Hank Carbajal ,216 1st Street,,Santa Cruz,CA,95060, (408) 429-5358, C  
 Hank Carbajal ,1701 Elmwood drive,,Los Gatos,CA,95030, (408) 374-0540, C  
 Joyce Card ,3459 Golden State Drive,,Santa Clara,CA,95051, , C  
 John Carey Integrated Device Technology,3236 Scott Blvd.,P.O. Box 58015,Santa Clara,CA,95054-8015, , C  
 Jim Carlson ,,,,,, , Deceased  
 Steve Carmichael ,,,,,, ,  
 Jim & Geri Carr ,854 Browing Place,,Mt. Laurel,NJ,08054, (609) 235-8406, C  
 Bill Carrico 3 Com,3161 Kifer Rd.,,Santa Clara,CA,95042-8145, (408) 562-6400, C  
 Jack Carrothers ,1041 Renee Avenue,,Pocatello,ID,83021, , D  
 Gene Carter ,21453 Arrowhead La.,,Cupertino,CA,95014, , C  
 Jim Carter ,494 Tulip Court,,Sunnyvale,CA,95136, , D  
 Linc Carter ,263 More Avenue,,Los Gatos,CA,95030, , D  
 Linda Cartlidge ,3097 Moorepark Ave., #202,,San Jose,CA,95128, (408) 554-6644, C  
 Bob Casel ,,,,,, ,  
 Dick & Maria Cassidy ,955 Laurel Glen,,Palo Alto,CA,, , D  
 Bernadette Caster ,360 Bryant Street,,Palo Alto,CA,94301, , D  
 Duke Castle ,,,,,, ,  
 Polly Caswell Jessup ,854 Runningwood Ct.,,Mountain View,CA,94040, , C  
 Bob Chamberlain Megatest,3940 Freedom Circle,,Santa Clara,CA,95050, (408) 988-1700, Cc  
 Norm Chanoski LSI Logic,1551 McCarthy Blvd.,Milpitas,CA,95035, , C  
 Bill Chapman ,505 W Hollis Street,Suite # 208,Nashua,NH,03062, , D  
 Linda Balch Chastain ,17728 N.W. Washington,,Aloha,OR,97007, , C  
 Bob Chen AOT,801 Buckeye Court,,Milpitas,CA,95035, , C  
 Karen Chervenka ,816 Killarney Court,,Sunnyvale,CA,94087, , D  
 Maurice Chidlow ,,,,,, , Deceased  
 Choel Chong ,1019 Burlwood Drive,,San Jose,CA,95120, , D  
 Chol Chong AMD,901 Thompson Place,,Sunnyvale,CA,94088, , D



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Frank Botte ,1373 Yukon Terrace,,Sunnyvale,CA,, , C  
 Terry Bottom ,6673 Mt. Holly Drive,,San Jose,CA,95120, , C  
 Jim Bourcy Simpson Associates,2552 Ridge Road,,Littleton,CO,80120, , D  
 Fred Bowen Signetics,811 E. Arques Ave,,Sunnyvale,CA,94086, , c  
 Herb Bowen , , , , , ,  
 Jim Bowen Artain,720 S. Milpitas Boulevard,,Milpitas,CA,95035, , D  
 Midge Bowen Intersil,,,,, ,  
 Frank Bower ,4256 Manuela Avenue,,Palo Alto,CA,, , D  
 Gil Bowers International Micro. Products,2830 N. First Street,,San Jose,CA,95134, (408) 262-9100, C  
 Steve Bowers CMP Publications,600 Community Drive,,Manhasset,NY,11030, , D  
 John Bowersock ,3994 Sebastopol Road,,Santa Rosa,CA,95407, , D  
 Warren Bowles ,,Morgan Hill,CA,, ,  
 Dave Bowman Chips and Technology,3050 Znakar Road,,San Jose,CA,95134, , C  
 Mel Bowman ,,L.A.,CA,, ,  
 Aaron & Peggy Bowser ,116 E. Fayette St.,Manlius,NY,13104, (315) 655-9705, C  
 Brian Brackle Microsonics,,,San Jose,CA,95112, , Bad Address  
 John Brackonecke , , , , , ,  
 \*\*Jim Bradford OKI Semiconductor,360 Kiely Blvd.,Suite #115,San Jose,CA,95129, , C  
 Jim Bradford Silicon Systems,3333 Bowers Avenue,Suite 130,Santa Clara,CA,95054, (408) 980-9771, C  
 Jack Bradley 3 Com,3161 Kifer Rd.,,Santa Clara,CA,95042-8145, (408) 562-6400, C  
 Jim Braeger Semitech,652 Mitchell Road,,Newbury Park,CA,91320, , D  
 Sharon Branch ,,CA,, (408) 446-1553, C  
 Tom & Laura Branch ,580 Centrallia Ct.,,Sunnyvale,CA,94087, (408) 732-1925, C  
 Gary Brandenburg ,3295 San Antonio Road,,Los Altos,CA,94022, , D  
 Tom Brandt FSC,,,,, ,  
 Phil Branon EDN,3031 Tisch Way,#100,San Jose,CA,95128, , D  
 Derek Bray ,41 Hawthorne Avenue,,Los Altos,CA,94022, , C  
 Bret Breadstad Cooper Vision,3420 Central Expressway,,Santa Clara,CA,95051, , D  
 Britt Bredstad ,914 Mountain View Avenue,,Mountain View,CA,94040, , D  
 Eric Breeze Signetics,811 E. Arques Ave.,,Sunnyvale,CA,94086, , c  
 Jim Bregga , , , , , Herb Knufken has his address  
 Stan Brehm , , , , , Deceased  
 Joanne Breitmeyer ,10011 North Foothill Blvd.,Cupertino,CA,95014, (408) 257-4600, C  
 Joanne Breitmeyer ,209 Horizon Avenue,,Mountain View,CA,94043, (415) 964-5210, C  
 Don Brettner AMD,901 Thompson Place,P.O. Box 3453,Sunnyvale,CA,94088, , C  
 Clyde Brewer Samsung,3725 N. First Street,,San Jose,CA,95134, , C  
 Dolores Brewer ,2071 Willerster,,San Jose,CA,95124, , C  
 Mike Brienza ,20837 Boyce Lane,,Saratoga,CA,95070, , C  
 Helen Broadway ,5194 Shady Ave.,,San Jose,CA,95129, , C  
 Bob Brockhoff Cypress Semiconductor,3901 North First Street,,San Jose,CA,95134, (408) 943-2600, C  
 Joe Bronson Applied Materials,3050 Bowers Avenue,,Santa Clara,CA,95054, (408) 748-5727, C  
 Byron Brooks One AC Corp.,27944 N. Bradley Road,,Libertyville,IL,60048, , D  
 Dan Brooks ,6106 Lorcom Court,,Springfield,VA,22152, , D  
 Don Brooks ,25390 La Rena,,Los Altos Hills,CA,94022, , D  
 Fred Brooks , , , , , ,  
 Joline Brooks (Trout) , , , , , ,  
 Ed Browder Saratoga Semiconductor,10500 Ridgeview Ct.,,Cupertino,CA,95129, (408) 973-0945, C  
 Janice Browdues Sentry Digital Test Systems,1601 Technology Drive,,San Jose,CA,95115, (408) 998-0123, C  
 Ben Brown LSI,1501 McCarthy Boulevard,,Milpitas,CA,95035, , D  
 Caral Brown ,12580 N. 87th Place,,Scottsdale,AZ,85260, , D  
 Dick Brown ,,Mid West,,,,, , c  
 Don Brown ,745 Elm Drive,,Petaluma,CA,94952, , D  
 Fred Brown G2,1655 McCarthy Blvd.,,Milpitas,CA,95035, , C  
 Gary Brown ,604 Fieldwood Cr.,,Richardson,TX,75081, , D  
 John Brown LSI Logic,48580 Kato Road,,Fremont,CA,, , D  
 KC Brown Motorola,,,,, , C  
 Kip Brown ,2287 Ringwood Avenue,,San Jose,CA,95131, , C  
 Len and Carol Brown AMD,12580 North 84th Place,,Scottsdale,AZ,85260, , C  
 Paula Brown , , , , , ,



## Fairchild Alumni Party (April 14, 1988) Roster, Cleaning Draft

C or D = Change or correction from original list. \*\* = Unresolved duplicate inputs.

Fred Becker Signetics, 811 E. Arques Avenue, P.O. Box 3409, Sunnyvale, CA, 94088-3409, , C  
 Bob Beckwith , 47112 Zapotec Drive, , Fremont, CA, 94539, , C  
 Bob Beckwith WaferScale Intergration, 47280 Kato Road, , Fremont, CA, 94538, (415) 656-5400, C  
 Dick Belchen , 13887 Malcalm Avenue, , Saratoga, CA, 95070, , D  
 Dick Belcher EMS, P.O. Box 56, , Saratoga, CA, 95017, , C  
 Jack Belove Intel, 3065 Bowers Avenue, , Santa Clara, CA, 95051, , D  
 Jack Belove Intel, 7508 E. Arlington Road, , Scottsdale, AZ, 85253, , D  
 Patricia Beltran , 77 A Rancho Drive, , San Jose, CA, 95111, , C  
 Larry Bender Larry Bender and Associates, 512 Hamilton Avenue, , Palo Alto, CA, 94301, , C  
 Paul Beneteau , 1965 Laver Court, , Los Altos, CA, 94022, (415) 968-1967, C  
 Bill Bennett Magna, 1858 Van Buren Circle, , Mountain View, CA, , , C  
 Bob Bennett , , , , , ,  
 Ed Bennett Boschert, 1331 California Circle, , Milpitas, CA, 95035, , c  
 Paulette Bennett , 6971 Corte Verde, , Pleaston, CA, 94566, , C  
 Ralph Bennett Vermont Semiconductor, 1000 Hinesberg Road, , So. Burlington, VT, 05403, , D  
 Sue Bennett , 148 Carling Court, , San Jose, CA, 95111, , D  
 Gary Benson Fairchild Semiconductor, , , Cupertino, CA, 95014, , Bad Address  
 Shirley Bentson , 2658 Flory Drive, , San Jose, CA, 95121, , C  
 Joanne Berdeen , 855 Bing Drive, #4, Santa Clara, CA, 95051, , D  
 Vince Berk , , , , , ,  
 Steve Berlin Signetics, 811 E. Arques, , Sunnyvale, CA, 94086, , c  
 John Berry LSI Logic, 1551 McCarthy Boulevard, , Milpitas, CA, 95035, , D  
 Pete Bessey Performance Semiconductor, 610 E. Waddell, , Sunnyvale, CA, 94089, , C  
 Karlne Betts International Systems & Stuff, 820 Saratoga Avenue, Suite # K310, San Jose, CA, 95129, , D  
 Fred Bialek , 200 Winding Way, , Woodside, CA, 94062, , D  
 Kathy Bina , 9920 Jordan Ave., #19, , Chatsworth, CA, 91311, , C  
 Charlie Bittman , 1435 Manuella Road, , Los Altos Hills, CA, , , C  
 Rex Black , 19520 Farwell Avenue, , Saratoga, CA, 95070, , D  
 Bob Blair LSI Logic, 1551 McCarthy Blvd., , Milpitas, CA, 95035, , C  
 Lois Blalock Pillsbury, Madison & Sutro, 225 Bush Street, , San Francisco, CA, , , D  
 Gene Blanchette , P.O. Box 50280, , Palo Alto, CA, 94303, (415) 856-2855, C  
 Julius Blank , 26877 Nina Place, , Los Altos, CA, 94022, , D  
 Larry Blaser , Yosemite Street, , Mountain View, CA, , , C  
 Lois Blaylock , 10 Indian Rock Court, , San Anselmo, CA, 94960, , D  
 Jerry Block AMI, , , , , ,  
 Fred Board Fred Board Associates, 7353 Sixth Avenue, , Scottsdale, AZ, 85251, , D  
 Bob Bobrink LSI Logic, 1551 McCarthy Boulevard, , Milpitas, CA, 95035, , D  
 Mark Bocciardi , 3084 Baronscourt Way, , San Jose, CA, 95132, , D  
 Jack Bogan , 12228 Marilla Drive, , Saratoga, CA, 95070, , D  
 Ed Bohn NSC, , , , , ,  
 Mick Bohn LSI Logic Canada, Petro-Canada Center, Suite 3410, 150 6th Avenue SW, Calgary, Alberta, Canada, T2P 3Y7, ,  
 Dick & Nancy Bohnet , 41 Stanford Way, , Sausalito, CA, 94965, , C  
 Jim Bolton Wyle Electronics, 3000 Bowers Avenue, , Santa Clara, CA, 95054, , D  
 Helen Bonfadini Webb , 98-500 Koauka Lp #15K, , Aiea, HI, 96701, , D  
 Dan Bongatti , 3322 Duke Court, , Santa Clara, CA, 95051, , D  
 Barbara Bonham , 1050 3rd Street, # 502 W., Santa Rosa, CA, 95404, , C  
 Bob Boni LSI Logic, 48580 Kato Road, M/S K-300, Fremont, CA, 94539, , C  
 H. Ron Bontempi Performance Semiconductor, 610 E. Weddell, , Sunnyvale, CA, 94089, , C  
 Will Booth Insite Onsite, 1378 Olympus Drive, , San Jose, CA, 95129, (408) 252-2260, C  
 Leroy Borba , , , French Camp, CA, , (000) 998-0811, C  
 Steve Borochoff Cypress Semiconductor, 23586 Calabasas Road, , Calabasas, CA, 91302, , D  
 Roger Borovoy , 1685 Alexander Way, , Los Altos, CA, 94022, , D  
 Dane Borrowes Simucad, , , , , , C  
 \*\*Ray Bortner FSC, 769 Sunderland Drive, , Cupertino, CA, 95014, , C  
 \*\*Ray Bortner FSC, Gate Array Division, 1801 Mc Carthy Blvd., Milpitas, CA, 95035, , C  
 John Bosch Bay Partners, 10600 N. De Anza Blvd., , Cupertino, CA, 95014, (408) 725-2444, C  
 John Bosch , 14241 Worden Way, , Saratoga, CA, 95070, , D  
 Bob Boshert , , , , , ,  
 Bob Bostic , 19755 Yuba Ct., , Saratoga, CA, 95070, (408) 996-2392, C



Fairchild Alumni Party (April 14, 1988) Roster, Cleaning Draft

C or D = Change or correction from original list. \*\* = Unresolved duplicate inputs.

Mike Austin Austin Associates,4800 Great American Parkway,Suite 420,Santa Clara,CA,95054, , C  
Francis Azariah , , , , ,  
Dan Babb Sigmetics,811 E. Arques Ave.,,Sunnyvale,CA,94086, , c  
Shirley Babino ,26858 Underwood,,Haywood,CA,, , D  
Dick Bader Raytel System,2830 Del La Cruz Boulevard,,Santa Clara,CA,95050, , D  
Bill Baerg Intel,3065 Bowers Avenue,,Santa Clara,CA,95051, , D  
Mike Baghranian Bagher Sales,17220 Newhope,#221,Fountain Valley,CA,92708, , D  
Joe Bagliere ,7593 Hollenderry Place,,Cupertino,CA,95014, , C  
Mike Bagramian AMI,,L.A.,CA,, ,  
Sid Bagwe G2,1655 Mc Carthy Blvd.,,Milpitas,CA,95035, (408) 433-7240, C  
Joe Bailey ,425 Patrick Way,,Los Altos,CA,94022, , D  
Odel Bailey TSI,,Waltham,MA,02154, , Bad Address  
Howard Bain Visulux,404 Tasman,,Sunnyvale,CA,94089, (408) 745-0622, C  
Judy Baisley ,2285 Highland Park Lane,,Campbell,CA,95008, , C  
Bill Baker Rockwell Semiconductor Group,4311 Jamboree,,Newport Beach,CA,92658-8902, , c  
Bonnie Baker , , , , ,  
Orville Baker ,P.O. Box 2041,,Santa Cruz,CA,95063, , C  
Vic Baker ,1478 Crosley Court,,San Jose,CA,95132, , D  
Vickie Baker Sun Microsystems,2250 Garcia Avenue,,Mountain View,CA,94043, , C  
Hal Ball ,767 Paula Lane,,Petaluma,CA,94952, , D  
Mel Ball Toshiba,19 Canterbury Hill,,Tops Field,MA,01983, , C  
Jack Balletto Cogent,14993 Haun Court,,Saratoga,CA,95070, , D  
Joe Balley Hyundai,4401 Great America Parkway,,Santa Clara,CA,95054, , D  
Tom Ballock , , , , ,  
Fred Balmer Automated Microelectric,3333 Bowers Avenue,,Santa Clara,CA,95051, , D  
Madlyn Bare LSI Logic,1551 McCarthy Blvd.,,Milpitas,CA,95035, (408) 263-9494, C  
Debbie Barile ,2402 Verwood Drive,,San Jose,CA,95130, , C  
Jan Barnard ,4602 Ligo Vista Circle,,San Jose,CA,95129, , C  
John Barnes ,20775 Granada Court,,Saratoga,CA,95070, , D  
Ed Barnett ,823 Couentry,,Sunnyvale,CA,, (000) 738-0685, D  
Jim Barnett Xilinx,2069 Hamilton Ave.,,San Jose,CA,, , C  
Dick Barney Intersil,, , , , ,  
Dan Barnhart AMD,901 Thompson Place,M/S 63,Sunnyvale,CA,94086, , C  
Dave Barns ,844 Duncardine Way,,Sunnyvale,CA,94087, , C  
Dick Barquist ,P.O. Box 1812,,Pleasanton,CA,94566, , C  
Dan Barrett Cypress Semiconductor,3901 N. First Street,,San Jose,CA,95134, (408) 943-2600, C  
Joy Barrett , , , , ,  
Erin Barrite Metaphor Computer Systems,1965 Charleston Road,,Mountain View,CA,94043, (415) 961-3600, C  
Joe Barrite Joe Barrite Associates,11 West Evelyn Avenue,Suite 308,Sunnyvale,CA,94086, (408) 730-8622, C  
Gary Barry , , , , ,  
Rich Barry Fujitsu America,3055 Orchard Drive,,San Jose,CA,, (408) 946-8777, C  
Ron Barry ,3780 Wright Place,,Palo Alto,CA,94306, , D  
Tim Barry ,2073 Ocaso Camino,,Freemont,CA,94539, , D  
Mike Barthman Samsung Semiconductor,3725 North First Street,,San Jose,CA,95134-1708, (408) 434-5503, C  
Bill Bartley , , , , ,  
John Barton FSC,Gate Array Division,1801 Mc Carthy Blvd.,,Milpitas,CA,95035, , C  
John Barton ,11 Sunset Lane,,Menlo Park,CA,94025, , C  
Helen Basford ,1210 Grand Street,,Alameda,CA,94501, (415) 865-6656, D  
John Baublits VITess Semiconductor,741 Calle Plano,,Camarillo,CA,93010, , D  
Frank Bauer , , , , ,  
Maggie Bay ,1048 Continental Way,,Belmont,CA,94002, (415) 592-0407, C  
Tom Bay ,121 Plazoleta,,Los Gatos,CA,95030, (408) 866-4533, C  
Dave Beadling Raytheon,350 Ellis Street,,Mountain View,CA,94039, , C  
Kay Beaulieu ,6974 El Marcerro Ct.,,San Jose,CA,95119, , C  
Olga Bebenin ,2101 California,#122,Mountain View,CA,, (415) 967-6487, D  
Dick Beche , , , , ,  
Bill Bechtold Mitsubishi,,Sunnyvale,CA,, ,  
Jim Beck ,22217 Old Santa Cruz H'way,,Los Gatos,CA,95030, , C  
Nancy Beck ,25390 LaRena,,Los Altos Hills,CA,94022, , C



Mail list cleaning project for FSC Alumni Party, Please Help.

Please send corrections to: Phil Lenihan, DESIGN NEWS, 3031 Tisch way, Suite 100, San Jose, CA 95128, (408) 243-8831

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Fairchild Alumni Party (April 14, 1988) Roster, Cleaning Draft

C or D = Change or correction from original list. \*\* = Unresolved duplicate inputs.

Calette Abbott ,3685-57 Vista Campana Worth,,Oceanside,CA,92056, , D  
Jack Abbott AMD/MMI,2175 Mission College Blvd.,,Santa Clara,CA,95054, , C  
Mel Abert Albert, Newhoff & Burr, Inc,2121 Avenue of the Stars,16 Floor,Los Angeles,CA,90067, , D  
Dona Abeyratne ,3015 McKinley Drive,,Santa Clara,CA,95251, , C  
Ernie Abeytia ICT,2031 Concourse Dr.,,San Jose,CA,95131, (408) 434-0688, C  
Dick Abraham ,12833 La Vida Real,,Los Altos,CA,94022, , C  
John Abram Nuquest Enterprises,613 Nyes Place,,Laguna Beach,CA,92651, , D  
Andy Adamian FSC,994 Azalea Drive,,Sunnyvale,CA,94086, , C  
Reinhard Adler AMD,901 Thompson Place,,Sunnyvale,CA,94088, , C  
Kamal Aggarwal ,727 Calico Ct.,,Sunnyvale,CA,94086, (408) 737-9298, C  
Muni Aggarwal Siemens Opto,19000 Homestead Road,,Cupertino,CA,95014, , C  
Graham Alcott Intel,151 Blue Ravine Road,,Folsom,CA,, , C  
Ron Alessio Sun Microsystems,5201 Great America P'kway,Suite 422,Santa Clara,CA,95054, , C  
Dennis Alexander Xidex,5100 Patrick Henry Dr.,P.O. Box 58053,Santa Clara,CA,95050, , C  
Will Alexander ,,,,,, , Deceased  
Ricardo "Kim" Alfaro Alfaro Company,Advertising & PR,1812 Webster St.,San Francisco,CA,94115, (415) 331-3242, C  
Peter Alfke Xilinx,2069 Hamilton Ave.,,San Jose,CA,, , D  
Chuck Alford ,440 Hillside,,Santa Clara,CA,95051, , D  
Pat Alfred ,6025 Radcliff Avenue,,Newark,CA,04560, , D  
Bob Allen ,,,,,, ,  
Don Allen ,31877 Del Obeso Street,Suite 205,San Jaun Capistrano,CA,92675, , D  
Steve Allen ,1247 Oak Knoll Drive,,San Jose,CA,95129, , C  
Lee Allgood ,,,,,, , C  
David Allison ,271 Margarita Court,,Los Altos,CA,94022, , D  
Mike Altman Electronic Purchasing,3031 Tisch Way,#100,San Jose,CA,95128, , D  
Joe Alvarez Silicon Systems,14351 Muford Road,,Tustin,CA,92680, , C  
Jan Alves Farnsworth LSI Logic,1501 Mc Carthy Blvd.,M/S D-112,Milpitas,CA,95035, , C  
Gene Amato NSC,,,,,, ,  
Gene Amdahl ,165 Patricia Drive,,Atherton,CA,94025, , D  
Gil Amelio Rockwell Semiconductor,4311 Jamboree,,Newport Beach,CA,92658-7892, , C  
Dr. Gil Amellio Rockwell Semiconductor Group,4311 Jamboree,,Newport Beach,CA,92658-8902, , C  
Joan Anders LSI Logic,48580 Kato Road,M/S K-300,Fremont,CA,94539, , C  
Dick Anderson ,2250 Latham Street,#83,Mountain View,CA,94040, (415) 949-2310, C  
George Anderson ,1571 El Camino #9,,Mountain View,CA,94040, , D  
Larry Anderson ,975 E. Homestead Road,,Sunnyvale,CA,94087, , D  
Linda Anderson ,,,Palo Alto,CA,94301, (415) 325-2969, Bad Address  
Nancy Anderson Mark Anderson Design,259 Lytton Avenue,,Palo Alto,CA,94301, , D  
George Andrel AMD/MMI,4040 Moorpark Avenue,Suite #216,San Jose,CA,95117, , C  
Ron Andrettch ,12123 Flambeau,,Palos Heights,IL,60463, , D  
Ben Anixter AMD,901 Thompson Place,M/S 53,Sunnyvale,CA,94086, , C  
Tom Anthony Hugin Sweda,34 Maple Avenue,,Pine Brook,NJ,01058, , D  
Russ Apfel ,,,,,, , C  
Don Apti ,,,,,, ,  
Alice Aresnault Fairchild Semiconductor,10400 Ridgeview Court,M/S 116,Cupertino,CA,95014, , C  
Hugh Arno ,2200 Agnew Road,# 111,Santa Clara,CA,95054, , C  
Lee Arnold Teledyne Mil.,1300 Terra Bella,,Mountain View,CA,94039-7267, (415) 968-9241, C  
Bernie Aronson Array Technology,1295 Parkmoor,,San Jose,CA,, , C  
Alice Arsenault ,848 Downswood,,San Jose,CA,95120, , C  
Mary Stone Asher ,c/o Tittle,2909 Fischer Place,Cincinnati,OH,45211, , D  
Gary Ashford V. T. OEM Inc.,900 Lafayette Street,,Santa Clara,CA,95050, , D  
Don Ashton Raytheon,350 Ellis Street,,Mountain View,CA,, , C  
John Atalla ,2303 Zanker Road,,San Jose,CA,95134, , D  
Allan Au AMD,901 Thompson Place,P. O. Box 453,Sunnyvale,CA,94086, , c



Judy, - News of the Day

① I found the mailing list with ~ 1400 names. ~~It~~ looks pretty good, so I am going to send it to DKR. might work ~ 90% accuracy

② Reviewed the ~~text~~ ~~ES~~ video tape and ~~gather~~ generated a couple of pages of notes & ideas.

③ Notes don't seem to understandable today

Good dinner last night, see you soon —

Dick



1st Project  
Tape Somebody

Visit Mt View Board  
led summit

Marley Address Associate Members

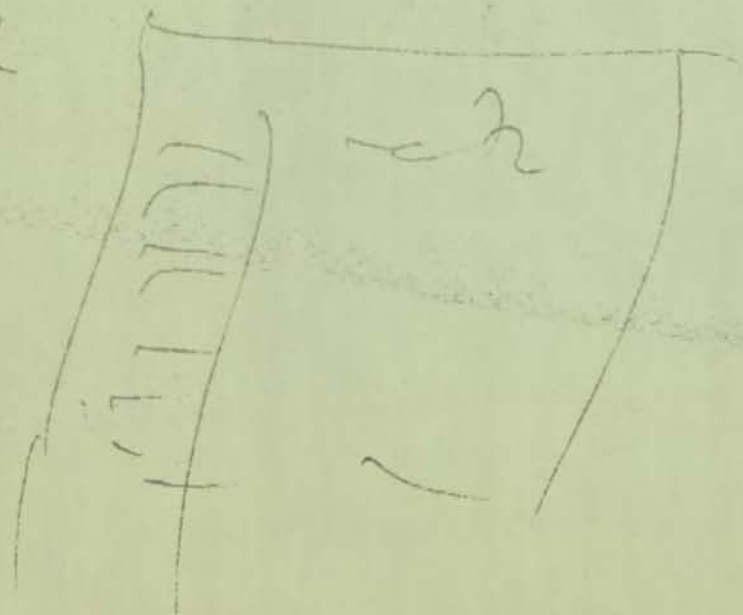
Marley List  
Web

Mail-out pack

Clean  
+  
Mark envelope at Mail

501-30  
↓

Hoddy  
Wardson  
Turner  
Walker  
Hoar





Date: Thursday, May 21, 1998 6:52:36 PM  
From: JMalone934  
Subj: Bob Merrick  
To: GregH34452, HHawk76833, SKile@Corp.Cirrus.Com, Pandagolf,  
EPausa@Powerint.Com

Did you see the column in this morning "Murky News" , Life Section, by Michael Cassidy on Bob Merrick ? How many of you even remember or knew him ? He was in Mktg. Svces with John Hall & Co. I don't believe he survived Gene Mc Clenning. I hadn't thought of him for years and only last week he came to mind. Strange how that happens.....

JM

PS - Judy - Anything new on FSC reunion ? Did I put you off with my last diatribe on committments/responsibilities, etc ?



Date: Friday, May 22, 1998 2:58:38 PM  
Subj: Re: Bob Merrick  
To: JMalone934

Thanks for remembering me--I'll check the article out.

Here's where we are on a reunion. Geri's been busy with her new business, and I don't think she's thought about it. I've encouraged her to start doing something about it now, but to no avail.

Dick Kors and I have been meeting regularly regarding a virtual museum of old Fairchild memorabilia, and he and I are going to update Geri's mailing list used for the last reunion. If Geri doesn't get something started next month, I'll probably try to get something together with a stellar group of volunteers. Intersted? Light work detail only.

One of the first things is to clean the old list, then give it to several people who do keep in touch with the Fairch kids. You and a few others could help us with that first.

I'll keep you posted.

Judy Horst



>  
> JM  
>  
> PS - Judy - Anything new on FSC reunion ? Did I put you off with my  
> last  
> diatribe on committments/responsibilities, etc ?

----- Headers -----

Return-Path: <Epausa@powerint.com>  
Received: from relay30.mx.aol.com (relay30.mail.aol.com [172.31.109.30])  
by air09.mail.aol.com (v43.17) with SMTP; Fri, 22 May 1998 08:32:37 -  
0400  
Received: from exchange-svr.powerint.com (exchange-svr.powerint.com  
[207.141.88.4])  
by relay30.mx.aol.com (8.8.5/8.8.5/AOL-4.0.0)  
with ESMTP id IAA10769;  
Fri, 22 May 1998 08:32:34 -0400 (EDT)  
Received: by EXCHANGE-SVR with Internet Mail Service (5.0.1458.49)  
id <LH66BZXL>; Fri, 22 May 1998 05:32:29 -0700  
Message-ID: <B7405F0CEF1ED111A111006008036D7A3FB82C@EXCHANGE-  
SVR>  
From: Ed Pausa <Epausa@powerint.com>  
To: JMalone934 <JMalone934@aol.com>, GregH34452@aol.com,  
HHawk76833@aol.com,  
SKile@Corp.Cirrus.Com, Pandagolf@aol.com, EPausa@powerint.com  
Cc: Greg HARRISON <gregh34452@aol.com>, Joe MALONE  
<jmalone934@aol.com>  
Subject: RE: Bob Merrick  
Date: Fri, 22 May 1998 05:32:26 -0700  
X-Priority: 1  
MIME-Version: 1.0  
X-Mailer: Internet Mail Service (5.0.1458.49)  
Content-Type: text/plain





Date: Friday, May 22, 1998 12:32:37 PM  
From: Epausa@powerint.com  
Subj: RE: Bob Merrick  
To: JMalone934@aol.com, GregH34452@aol.com,  
HHawk76833@aol.com, SKile@Corp.Cirrus.Com,  
Pandagolf@aol.com, EPausa@powerint.com  
cc: gregh34452@aol.com, jmalone934@aol.com

1. Joe, I am on a business trip in Japan so have no opportunity to see the column. What did it say?
2. If I remember correctly, I frequently see advertisements for Bob's product, i.e. advertisement calendar decals for watch faces, in various airline flight magazines.

Regards,

C.E. PAUSA

> -----Original Message-----

> From: JMalone934 [SMTP:JMalone934@aol.com]  
> Sent: Thursday, May 21, 1998 11:53 AM  
> To: GregH34452@aol.com; HHawk76833@aol.com; SKile@Corp.Cirrus.Com;  
> Pandagolf@aol.com; EPausa@Powerint.Com  
> Subject: Bob Merrick

>

> Did you see the column in this morning "Murky News" , Life Section, by  
> Michael  
> Cassidy on Bob Merrick ? How many of you even remember or knew him  
> ?

> He was

> in Mktg. Svces with John Hall & Co. I don't believe he survived Gene  
> Mc

> Clenning. I hadn't thought of him for years and only last week he

> came to

> mind. Strange how that happens.....



**Dick:** Haven't had a moment until now to get this off to you. But I think I got everything done this week that I had to. This is late, but hope it helps you think through things.

## FAIRCH

*Establish a Fairchild  
Foundation.*

**Purpose/Goals:** To collect and keep Fairchild memorabilia, photos, oral histories for an ultimate museum. Provide virtual museum until that time. Ultimately turn the Fairchild museum into a semiconductor museum so that it has broader appeal in the area and for getting financial support. ]e

**Marketing Plan:** Involve founders and other oldtimers by letting them know what we are doing and asking for their help/support. Also keep new Fairchild in the loop. Develop marketing plan once goals are firm.

### Miscellaneous To Do Now:

Reserve Fairch as a Web site address

Collect names, addresses, e-mail addresses of Fairchild alumni, and information as to what they are doing now (solicit from the many people we all know, via e-mail; set up some sort of membership program and have people join the Fairch organization)

Develop a database (determine what we want in it; could be valuable later for sales of items or solicitations for a museum/semiconductor center)

Gather Fairchild resources (photo, written, video, film, and other Fairchild memorabilia--from Fairchilders, from industry associations, from corporations)

Identify source of information, catalog it, scan it, store it, display it.

Put together a group of moneyed ex-Fairchilders who could endow a museum, lend credibility to a museum foundation

Stage annual alumni reunions

### Fairch Web Site

**Purpose:**

Provide a place for Fairchild Alumni to meet and greet each other.

Create a virtual, oral history of Fairchild in the words of those who worked there.

Provide individual home pages for Fairchilders--past and present

serve as an ISP (Internet Service Provider using Best, etc.)

develop and produce home pages, based on two designs, containing three photos  
a place to update friends

a medium on which to advertise services, place want ads, seek information

determine cost to produce each one, how many updates a year, what fee to charge,  
and how to make money on it



Raise funds for the Semiconductor Museum of Silicon Valley

Sell FAIRCH logo'd merchandise

T's and sweats

hats

jewelry

etc.

New Fairchild

check with them to make sure that we don't step on the Fairchild name illegally

involve them in the establishment and support of events

enlist their help in funding a museum or other displays

People Contacts:

we all should combine names, addresses, etc.

involve various people in projects above

Geri Hadley--alumni meeting

Larry Bender--designer

Kim Alfero--public relations

Phil Lenihan--mailing list, Web site maintenance

Dick Steinheimer--photographer

Steve Allen--photographer

Ron Turner--photographer

Maggie Beebe--writer

Joe Malone--has time to help

Gteg Harrison--willing to help

Sandi Kile--not willing to help, but has a good mailing list



Fairchild Foundation - goals -

to reach goals  
to raise money to build + sustain a museum

1998 - startup  
1999 - 1st year operation  
2000 - land  
2005 -

1. Fairchild Meeting List - Phil

3,000 sq. ft. - 4000 sq. ft.  
\$ x 200 sqft.  
600,000 build  
land

1. Check out  
Hilder Museum

\$ 5 million  
\$ 10 million  
interest?

Bldg fund  
maintenance  
Operating Foundation

2. <sup>Photo</sup> Tape Whizon Wheel

Costs

Admin -  
Avatar -  
PR - Outreach - Education  
Utilities  
Donations  
video/computer equipment

Salary  
PR  
Marketing  
Utilities

50K

Income  
Interest  
Licensing fees  
Rentals

3. lease space \$1-2/mo

With - Chuck Rob Walker -  
Whizon Wheel  
Lovel - developer -

people come in - hang  
tape remember more

① Letter + draft questionnaire -  
address updates

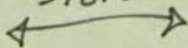
② Brochure / foundation

③ Business entity -  
DBA -

④ Charity Thrift

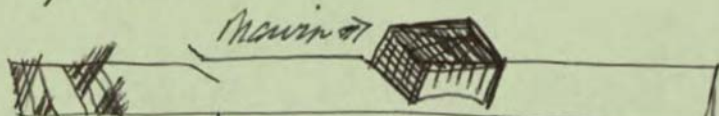


Stein  
Russ - 375.00  
375.00



Kim Hunter - Chag  
2  
Kimberly

494-2030  
Regis McKinnin - 494-2030



1 DF-1

Mary Lou Wain -  
- 328-1446 -  
David Talbert



Mary Lyon - 303 - Stein  
Johnson -



Examin - Chichens Bell

Jim Widlar (Chris)  
303-449-1000

PO Box 107  
Hygiene, CO 80533



Dick Steinheimer  
916-457-1908

Regina Kenna (Kimberly)  
494-2030

Jim Widlar 303-449-1000  
PO Box 107  
Hygiene, CO 80533

Mary Lou Weiss  
328-1446



Ron Turner  
1717 Strine Dr.

McLean, Va 22101

703-309-9247



Subj: [Fwd: Re: FSC 40th Anniversary]  
Date: 98-01-13 02:55:44 EST  
From: ghadley@ricochet.net (geri hadley)  
Reply-to: ghadley@ricochet.net  
To: pandagolf@aol.com (horst)

Received: from computername (mg134-198.ricochet.net [204.179.134.198])  
by rgate.metricom.com (8.8.8/8.8.8) with SMTP id QAA29677  
for <ghadley@ricochet.net>; Mon, 12 Jan 1998 16:26:48 -0600 (CST)  
Message-ID: <34BA97FC.1764@suni.com>  
Date: Mon, 12 Jan 1998 14:23:56 -0800  
From: Paul Suni <suni@suni.com>  
Organization: Suni Imaging Microsystems, Inc.  
X-Mailer: Mozilla 2.02 (Win95; U)  
MIME-Version: 1.0  
To: ghadley@ricochet.net  
Subject: Re: FSC 40th Anniversary  
References: <28D297f4.34b585af@aol.com> <34B92456.207B@ricochet.net>  
Content-Transfer-Encoding: 7bit  
Content-Type: text/plain; charset=us-ascii

Geri,,  
Thanks for the invite. Count me in for sure. Please take note that the  
old Fairchild CCD division is now Lockheed Martin Fairchild Imaging  
Sensors and that they are located in Milpitas. Contact Marlene Vasquez  
in Marketing or Rudy Dyck in R&D. Look forward to seeing you.  
Paul Suni

Tha hadley wrote:

>  
> Fairchildren:  
> Interest in a Fairchild 40th anniversary party is brewing as you will  
> see from the below email that Judy Horst recently sent to Joe Malone.  
> If you are interested in participating/contributing to such an event,  
> email Judy or me and let us know. Also PLEASE forward any email  
> addresses/tel #s/fax's/snailmail addresses for other FSC alums that you  
> have. The list we have is rather outdated, circa 1988 when we had the  
> last big event. I added some comments to Judy's below email in all  
> caps.  
> Geri Hadley  
> The Leapfrog Group  
> ghadley@ricochet.net  
> 650-324-4434  
> 650-324-4431 fax

>  
>  
>  
> \_\_\_\_\_ > Judy Horst/Pandagolf wrote:  
>>  
>> To: Joe Malone  
>>  
>> (in response to his e-mail message, the day after the 50th Anniversary of the  
>> Semiconductor Industry event)  
>>



Subject: [Fwd: fairch]  
Content-Type: message/rfc822  
Content-Transfer-Encoding: 7bit  
Content-Disposition: inline



> > Good to see you again so soon, Joe, and you're in my database, now! As for  
> > Phil Lenihan; yes, that was really him. Only the outside's changed over the  
> > years—just the same for all of us.  
> >  
> > If Charlie wants a reunion "before we're all dead," let's get going on one.  
> > Geri Hadley, Larry Bender, Dick Kors, Sandi Kile, Phil Lenihan, Fred Hoar, and  
> > I are for it, and we all have a number of people we've talked to who are eager  
> > to join in as well. Hopefully, we can all have some more good times planning  
> > the event, too.  
> >  
> > Any time of the year better for it? (Fall comes to mind for me.)  
> FALL SOUNDS GOOD TO ME - GIVES US ENOUGH TIME TO PLAN IT AND FIND  
> EVERYONE. GH.  
> >  
> > Where to have it? Got any ideas? (Inexpensive comes to mind for me.)  
> RICKEY'S HYATT WORKED WELL FOR LAST REUNIUNON - AND THERE IS TALK THAT IT  
> MAY BE SOLD OFF AND TORN DOWN FOR LAND VALUE. THE MAIN BALLROOM HOLDS A  
> LOT OF PEOPLE. WE STILL HAVE THE SLIDES FROM THE 1988 PARTY AND SOME  
> MORE PHOTOS TO ADD TO THEM THAT COULD BE SHOWN AGAIN. GH.  
> >  
> > Who to invite? All of us ex-Fairchilders, for sure. So, we'll need lots of  
> > names and addresses. Phil and Geri had the list used the last time, and Phil  
> > and I were wanting to put up a Web site to attract old stories from old  
> > Fairchilders and to let them know about a reunion or other events. (A golf  
> > tournament comes to mind for me, but that's OK, a beer drinking contest is  
> > just as good. Or how about a 5-hour fundraising dinner for the Tech  
> > Museum?—pass.)  
> A FUNDRAISING EVENT SHOULD NOT BE RULED OUT - THOUGH I AGREE THAT IT  
> SHOULD NOT BE A 5-HOUR SIT-DOWN DINNER..... SINCE EVERYONE MAINLY  
> WANTS TO SCHMOOZE..... FINGERFOOD AND BEVERAGES WITH LIMITED SEATING  
> WOULD PROBABLY BE MOST PEOPLE'S PREFERENCE. NO ONE SEEMED TO BALK AT THE  
> \$25-35 TICKET TO THE 1988 EVENT. WE COULD CHARGE \$40-50 AND COVER THE  
> COSTS AND STILL HAVE SOMETHING TO DONATE TO A WORTHY MUSEUM. GH.  
>  
> ANOTHER CONSIDERATION IS THAT WE SHOULD MAKE A CONCERTED EFFORT AT  
> FINDING A PLACE FOR ALL OF US TO DONATE OUR HISTORICAL RECORDS ON FSC -  
> OLD BROCHURES, PHOTOS, PRODUCT, FILMS, MEMOS AND OTHER MEMORABILIA.  
> THERE IS A LOT OF HISTORY THAT SHOULD CENTRALIZED AND NOT THROWN OUT AS  
> WE DOWNSIZE OR DIE OFF... POSSIBLE PLACES THAT MAY BE INTERESTED IN SUCH  
> A COLLECTION ARE: STANFORD ENGINEERING MUSEUM, FOOTHILL MUSEUM. THE TECH  
> MUSEUM WAS NOT INTERESTED IN 1988, DONT KNOW IF THEY HAVE HAD A CHANGE  
> OF HEART. GH.  
> >  
> > Perhaps we can have a reunion of our own—later on in January or early  
> > February to get the ball rolling. At least it's a good excuse for a party.  
> > We could meet at the Wheel, or maybe not meet there.  
> >  
> > OK? Let me hear from you all.  
> >  
> > This is me trying to use e-mail to communicate. I am trainable.  
> >  
> > Judy Horst



----- Headers -----

Return-Path: <ghadley@ricochet.net>

Received: from relay29.mail.aol.com (relay29.mail.aol.com [172.31.109.29]) by air11.mail.aol.com (v37.8) with SMTP; Tue, 13 Jan 1998 02:55:44 1900

Received: from rgate.metricom.com (rgate.ricochet.net [204.179.143.6])  
by relay29.mail.aol.com (8.8.5/8.8.5/AOL-4.0.0)  
with ESMTP id CAA09007 for <pandagolf@aol.com>;  
Tue, 13 Jan 1998 02:55:33 -0500 (EST)

Received: from 204.179.134.116 (mg134-116.ricochet.net [204.179.134.116])  
by rgate.metricom.com (8.8.8/8.8.8) with SMTP id BAA21551;  
Tue, 13 Jan 1998 01:59:57 -0600 (CST)

Message-ID: <34BAADDA.810@ricochet.net>

Date: Mon, 12 Jan 1998 23:57:16 +0000

From: geri hadley <ghadley@ricochet.net>

Reply-To: ghadley@ricochet.net

Organization: The Leapfrog Group

X-Mailer: Mozilla 3.01 (Macintosh; I; PPC)

MIME-Version: 1.0

To: horst <pandagolf@aol.com>

Subject: [Fwd: Re: FSC 40th Anniversary]

Content-Type: message/rfc822

Content-Transfer-Encoding: 7bit

Content-Disposition: inline



Subj: [Fwd: fairch]  
Date: 98-01-13 02:56:07 EST  
From: ghadley@ricochet.net (geri hadley)  
Reply-to: ghadley@ricochet.net  
To: pandagolf@aol.com (horst)

Received: from dfw-ix7.ix.netcom.com (dfw-ix7.ix.netcom.com [206.214.98.7])  
by rgate.metricom.com (8.8.8/8.8.8) with ESMTP id OAA28524  
for <ghadley@ricochet.net>; Mon, 12 Jan 1998 14:59:28 -0600 (CST)

Received: (from smap@localhost)  
by dfw-ix7.ix.netcom.com (8.8.4/8.8.4)  
id OAA14781 for ghadley@ricochet.net; Mon, 12 Jan 1998 14:54:50 -0600 (CST)

Received: from sjx-ca50-16.ix.netcom.com(206.214.103.144) by dfw-ix7.ix.netcom.com via smap (V1.3)  
id rma014756; Mon Jan 12 14:54:41 1998

From: erblair@ix.netcom.com  
Date: Mon, 12 Jan 1998 14:54:50 -0600 (CST)  
To: ghadley@ricochet.net  
Message-Id: <1998112125545226962@ix.netcom.com>  
Subject: fairch

X-Mailer: NETCOMplete v3.20, from NETCOM On-Line Communications, Inc.  
MIME-Version: 1.0  
Content-Type: text/plain; charset=us-ascii

hi geri, we should do the 40th. \$50 a ticket for the 40somethings and up is  
ok. rickeys would be good. rob, macwilson, madlyn, ulrickson, duffy, skinner,  
all might have some time. ill help with ideas but do not have daytime  
bandwidth in 98. hire carolyn to do it.

kind regards, robert blair.  
<erblair@ix.netcom.com> or  
<rnb@mondes.com>  
+1-408-548-4604

---

----- Headers -----

Return-Path: <ghadley@ricochet.net>  
Received: from relay01.mail.aol.com (relay01.mail.aol.com [172.31.106.125]) by air08.mail.aol.com (v37.8) with SMTP; Tue,  
13 Jan 1998 02:56:07 -0500  
Received: from rgate.metricom.com (rgate.ricochet.net [204.179.143.6])  
by relay01.mail.aol.com (8.8.5/8.8.5/AOL-4.0.0)  
with ESMTP id CAA15543 for <pandagolf@aol.com>;  
Tue, 13 Jan 1998 02:55:59 -0500 (EST)  
Received: from 204.179.134.116 (mg134-116.ricochet.net [204.179.134.116])  
by rgate.metricom.com (8.8.8/8.8.8) with SMTP id CAA21627;  
Tue, 13 Jan 1998 02:00:21 -0600 (CST)  
Message-ID: <34BAADF3.2703@ricochet.net>  
Date: Mon, 12 Jan 1998 23:57:42 +0000  
From: geri hadley <ghadley@ricochet.net>  
Reply-To: ghadley@ricochet.net  
Organization: The Leapfrog Group  
X-Mailer: Mozilla 3.01 (Macintosh; I; PPC)  
MIME-Version: 1.0  
To: horst <pandagolf@aol.com>



Subj: Suckin' up  
Date: 98-01-08 17:51:54 EST  
From: JMalone934  
To: Pandagolf

OK, OK, I'll give you one more chance to dump me from your database.


Enjoyed the schmooze last night, although it got a tad long. It really did smell a lot like a Fairchild party. Maybe that's because that's the only people I saw.

There was a woman working the room last night who was the local HR person for the new Fairch. getting signatures of "old FSC folks" on a large logo. Didn't get her name, but she works for Jerry Baker, the WC VP for Fairch. They are apparently opening a new building and organizing a ceremony. She asked for your EMail address, but I couldn't pull it up out of my memory. She seemed to think that their EC PR person would know you and how to contact you. Wouldn't hold your breath. If you're interested in pursuing it, call the local FSC Hq and ask for the head HR lady. Tall, glasses, dark hair, God knows how old ????

Finally, for what it's worth, Greg said that Charlie was looking for you (even though he couldn't place the name) to (in his usual style) DEMAND a reunion "before we're all dead" !!!!!

JM

PS - Was that really Phil Lenahan or an imposter putting us on ????

*Fairchild -*  
*408-822-2000* →   
*2296 Francis Henville - Shannon - HR*  
*207-775-8100 Fran Hunison -*



Subj: Re: Suckin' up  
Date: 98-01-08 21:04:29 EST  
From: Pandagolf  
To: JMalone934  
CC: plenihan@ix.netcom.com  
CC: fhoar@miller.shandwick.com, ghadley@ricochet.net  
CC: skile@corp.cirrus.com, kors@netcom.com, Pandagolf

To: Joe Malone

(in response to his e-mail message, the day after the 50th Anniversary of the Semiconductor Industry event)

Good to see you again so soon, Joe, and you're in my database, now! As for Phil Lenihan; yes, that was really him. Only the outside's changed over the years—just the same for all of us.

If Charlie wants a reunion "before we're all dead," let's get going on one. Geri Hadley, Larry Bender, Dick Kors, Sandi Kile, Phil Lenihan, Fred Hoar, and I are for it, and we all have a number of people we've talked to who are eager to join in as well. Hopefully, we can all have some more good times planning the event, too.

Any time of the year better for it? (Fall comes to mind for me.)

Where to have it? Got any ideas? (Inexpensive comes to mind for me.)

Who to invite? All of us ex-Fairchilders, for sure. So, we'll need lots of names and addresses. Phil and Geri had the list used the last time, and Phil and I were wanting to put up a Web site to attract old stories from old Fairchilders and to let them know about a reunion or other events. (A golf tournament comes to mind for me, but that's OK, a beer drinking contest is just as good. Or how about a 5-hour fundraising dinner for the Tech Museum?—pass.)

Perhaps we can have a reunion of our own—later on in January or early February to get the ball rolling. At least it's a good excuse for a party. We could meet at the Wheel, or maybe not meet there.

OK? Let me hear from you all.

This is me trying to use e-mail to communicate. I am trainable.

Judy Horst



Subj: RE: Suckin' up  
Date: 98-01-08 21:42:17 EST  
From: skile@corp.cirrus.com (Sandi Kile)  
To: Pandagolf@AOL.com ('Pandagolf')

A reunion sounds great. I'll help locate people, but truthfully I have no desire to be involved in other aspects of 'making it happen'.

—Original Message—

From: Pandagolf [SMTP: Pandagolf@aol.com]  
Sent: Thursday, January 08, 1998 6:04 PM  
To: JMalone934@aol.com  
Cc: plenihan@ix.netcom.com; fhoar@miller.shandwick.com; ghadley@ricochet.net; skile@corp.cirrus.com; kors@netcom.com; Pandagolf@aol.com  
Subject: Re: Suckin' up

To: Joe Malone

(in response to his e-mail message, the day after the 50th Anniversary of the Semiconductor Industry event)

Good to see you again so soon, Joe, and you're in my database, now! As for Phil Lenihan; yes, that was really him. Only the outside's changed over the years—just the same for all of us.

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Perhaps we can have a reunion of our own—later on in January or early February to get the ball rolling. At least it's a good excuse for a party. We could meet at the Wheel, or maybe not meet there.

OK? Let me hear from you all.

This is me trying to use e-mail to communicate. I am trainable.

Judy Horst



----- Headers -----

Return-Path: <skile@corp.cirrus.com>

Received: from relay25.mail.aol.com (relay25.mail.aol.com [172.31.109.25]) by air27.mail.aol.com (v37.8) with SMTP; Thu, 08 Jan 1998 21:42:17 -0500

Received: from star.cirrus.com (star.cirrus.com [141.131.7.10])  
by relay25.mail.aol.com (8.8.5/8.8.5/AOL-4.0.0)  
with ESMTP id VAA27640 for <Pandagolf@aol.com>;  
Thu, 8 Jan 1998 21:29:14 -0500 (EST)

Received: from ss563.corp.cirrus.com (ss563.corp.cirrus.com [141.131.8.55])  
by star.cirrus.com (8.8.8/8.8.8) with ESMTP id SAA05409  
for <Pandagolf@aol.com>; Thu, 8 Jan 1998 18:29:13 -0800 (PST)

Received: from ss564.corp.cirrus.com (ss564.corp.cirrus.com [141.131.8.94]) by ss563.corp.cirrus.com with SMTP id SAA07312

(8.7.5/IDA-1.6 for <Pandagolf@aol.com>); Thu, 8 Jan 1998 18:29:12 -0800 (PST)

Received: from skilepc.corp.cirrus.com by ss564.corp.cirrus.com (SMI-8.6/Corp-2.20)  
id SAA12685; Thu, 8 Jan 1998 18:29:09 -0800

Received: by localhost with Microsoft MAPI; Thu, 8 Jan 1998 18:29:37 -0800

Message-ID: <01BD1C63.60032200.skile@corp.cirrus.com>

From: Sandi Kile <skile@corp.cirrus.com>

To: "'Pandagolf'" <Pandagolf@AOL.com>

Subject: RE: Suckin' up

Date: Thu, 8 Jan 1998 18:29:33 -0800

Organization: Cirrus Logic

X-Mailer: Microsoft Internet E-mail/MAPI - 8.0.0.4211

MIME-Version: 1.0

Content-Type: text/plain; charset="us-ascii"

Content-Transfer-Encoding: 7bit



Subj: FSC Alumni  
Date: 98-01-10 15:47:53 EST  
From: Epausa@powerint.com (Ed Pausa)  
To: pandagolf@aol.com (Judy HORST)

1. Just a note to insure that I transcribed your correct email address from Joe MALONE and a request that I be advised of any rumored or planned Fairchild Alumni activities.

Respectfully,

C. E. (Ed) PAUSA  
Tel: (1-408) 523 9255  
FAX: (1408) 523 9355

---

Headers

Return-Path: <Epausa@powerint.com>  
Received: from relay31.mail.aol.com (relay31.mail.aol.com [172.31.109.31]) by air10.mail.aol.com (v37.8) with SMTP; Sat, 10 Jan 1998 15:47:53 1900  
Received: from exchange-svr.powerint.com ([207.141.88.4])  
by relay31.mail.aol.com (8.8.5/8.8.5/AOL-4.0.0)  
with ESMTP id PAA00554 for <pandagolf@aol.com>;  
Sat, 10 Jan 1998 15:47:02 -0500 (EST)  
Received: by EXCHANGE-SVR with Internet Mail Service (5.0.1458.49)  
id <CMA7AV58>; Sat, 10 Jan 1998 12:47:21 -0800  
Message-ID: <B7405F0CEF1ED111A111006008036D7A13A414@EXCHANGE-SVR>  
From: Ed Pausa <Epausa@powerint.com>  
To: "'Judy HORST'" <pandagolf@aol.com>  
Subject: FSC Alumni  
Date: Sat, 10 Jan 1998 12:47:20 -0800  
X-Priority: 3  
Return-Receipt-To: Ed Pausa <Epausa@powerint.com>  
MIME-Version: 1.0  
X-Mailer: Internet Mail Service (5.0.1458.49)  
Content-Type: text/plain



Reply-To: ghadley@ricochet.net

Organization: The Leapfrog Group

X-Mailer: Mozilla 3.01 (Macintosh; I; PPC)

MIME-Version: 1.0

To: alfar0 <kimpr@holonet.net>, bagwe <sid.bagwe@exar.com>,  
bender-olsen <karenofpv@AOL.com>, blair-ix\* <erblair@ix.netcom.com>,  
blair-md <rnb@mondes.com>, Bohnet <rhbohnet@AOL.com>,  
burge-frank <fburge@cmp.com>, castor <castordsg@AOL.com>,  
davidson-palmer <mjcom@ricochet.net>,  
fowler <"jcfowler"@ix.netcom.com>,  
helga-Start-Up Services GmbH <hbailey@t-online.de>,  
jenkins <Gingjenk@AOL.com>, koford <jkoford@mondes.com>,  
magoun <nanci@xulu.com>, matlack-judi <jmatlack@apr.com>,  
morshead <ebmo@AOL.com>, palermo <dianep@pennwell.com>,  
parker <GHPARKER@postoffice.worldnet.att.net>,  
phillon <phillon@sil.de>, rice devereux <drice@nwma.com>,  
rice marcia <mrice@nwma.com>,  
SA-constantine <perryc@siliconaccess.com>,  
SA-pickering <paulp@siliconaccess.com>,  
sams-barnard <samsbam@msn.com>,  
samsbamard <samsbam@classic.msn.com>, sello <hsello@AOL.com>,  
smiderle-peter <pets@corp.cirrus.com>, suni-suni <suni@suni.com>,  
welling <bwelling@xiox.com>, laws-david <laws@IMPINC.com>  
CC: "Pandagolf JMalone934@aol.com plenihan@ix.netcom.com" <Pandagolf@AOL.com>,  
fhoar@miller.shandwick.com, ghadley@ricochet.net,  
skile@corp.cirrus.com, kors@netcom.com

Subject: FSC 40th Anniversary

References: <28f297f4.34b585af@aol.com>

Content-Type: text/plain; charset=us-ascii

Content-Transfer-Encoding: 7bit



>  
> Where to have it? Got any ideas? (Inexpensive comes to mind for me.)  
RICKEY'S HYATT WORKED WELL FOR LAST REUNIUN - AND THERE IS TALK THAT IT  
MAY BE SOLD OFF AND TORN DOWN FOR LAND VALUE. THE MAIN BALLROOM HOLDS A  
LOT OF PEOPLE. WE STILL HAVE THE SLIDES FROM THE 1988 PARTY AND SOME  
MORE PHOTOS TO ADD TO THEM THAT COULD BE SHOWN AGAIN. GH.

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> and I were wanting to put up a Web site to attract old stories from old  
> Fairchilders and to let them know about a reunion or other events. (A golf  
> tournament comes to mind for me, but that's OK, a beer drinking contest is  
> just as good. Or how about a 5-hour fundraising dinner for the Tech  
> Museum?—pass.)

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> We could meet at the Wheel, or maybe not meet there.  
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> OK? Let me hear from you all.  
>  
> This is me trying to use e-mail to communicate. I am trainable.  
>  
> Judy Horst

----- Headers -----

Return-Path: <ghadley@ricochet.net>

Received: from relay08.mail.aol.com (relay08.mail.aol.com [172.31.109.8]) by air12.mail.aol.com (v37.8) with SMTP; Sun, 11 Jan 1998 22:58:47 1900

Received: from rgate.metricom.com (rgate.ricochet.net [204.179.143.6])  
by relay08.mail.aol.com (8.8.5/8.8.5/AOL-4.0.0)  
with ESMTP id WAA03786;  
Sun, 11 Jan 1998 22:57:42 -0500 (EST)

Received: from 204.179.130.92 (mg130-092.ricochet.net [204.179.130.92])  
by rgate.metricom.com (8.8.8/8.8.8) with SMTP id WAA15492;  
Sun, 11 Jan 1998 22:00:53 -0600 (CST)

Message-ID: <34B92456.207B@ricochet.net>

Date: Sun, 11 Jan 1998 20:07:57 +0000

From: geri hadley <ghadley@ricochet.net>



Subj: FSC 40th Anniversary  
Date: 98-01-11 22:58:53 EST  
From: ghadley@ricochet.net (geri hadley)  
Reply-to: ghadley@ricochet.net

To: kimpr@holonet.net (alfaro), sid.bagwe@exar.com (bagwe), karenofpv@AOL.com (bender-olsen), erblair@ix.netcom.com (blair-ix\*), mb@mondes.com (blair-md), rhbohnet@AOL.com (Bohnet), fburge@cmp.com (burge-frank), castordsg@AOL.com (castor), mjcom@ricochet.net (davidson-palmer), "jcfowler"@ix.netcom.com (fowler), hbailey@t-online.de (helga-Start-Up Services GmbH), Gingjenk@AOL.com (jenkins), jkoford@mondes.com (koford), nanci@xulu.com (magoun), jmatlack@apr.com (matlack-judi), ebmo@AOL.com (morshead), dianep@pennwell.com (palermo), GHPARKER@postoffice.worldnet.att.net (parker), phillon@lsil.de (phillon), drice@nwma.com (rice devereux), mrice@nwma.com (rice marcia), peryc@siliconaccess.com (SA-constantine), paulp@siliconaccess.com (SA-pickering), samsbam@msn.com (sams-barnard), samsbam@classic.msn.com (samsbarnard), hsello@AOL.com (sello), pets@corp.cirrus.com (smiderle-peter), suni@sun.com (suni-suni), bwelling@xiox.com (welling), laws@IMPINC.com (laws-david)

CC: Pandagolf@AOL.com (Pandagolf JMalone934@aol.com plenihan@ix.netcom.com), fhoar@millershandwick.com, ghadley@ricochet.net, skile@corp.cirrus.com, kors@netcom.com

Fairchildren:

Interest in a Fairchild 40th anniversary party is brewing as you will see from the below email that Judy Horst recently sent to Joe Malone. If you are interested in participating/contributing to such an event, email Judy or me and let us know. Also PLEASE forward any email addresses/tel #s/fax's/snailmail addresses for other FSC alums that you have. The list we have is rather outdated, circa 1988 when we had the last big event. I added some comments to Judy's below email in all caps.

Geri Hadley  
The Leapfrog Group  
ghadley@ricochet.net  
650-324-4434  
650-324-4431 fax

---

Judy Horst/Pandagolf wrote:

>  
> To: Joe Malone  
>  
> (in response to his e-mail message, the day after the 50th Anniversary of the  
> Semiconductor Industry event)  
>  
> Good to see you again so soon, Joe, and you're in my database, now! As for  
> Phil Lenihan; yes, that was really him. Only the outside's changed over the  
> years—just the same for all of us.  
>  
> If Charlie wants a reunion "before we're all dead," let's get going on one.  
> Geri Hadley, Larry Bender, Dick Kors, Sandi Kile, Phil Lenihan, Fred Hoar, and  
> I are for it, and we all have a number of people we've talked to who are eager  
> to join in as well. Hopefully, we can all have some more good times planning  
> the event, too.  
>  
> Any time of the year better for it? (Fall comes to mind for me.)  
FALL SOUNDS GOOD TO ME - GIVES US ENOUGH TIME TO PLAN IT AND FIND  
EVERYONE. GH.



Subj: [Fwd: Re: FSC 40th Anniversary]  
Date: 98-01-12 16:45:16 EST  
From: ghadley@ricochet.net (geri hadley)  
Reply-to: ghadley@ricochet.net  
To: pandagolf@AOL.COM (horst)

MJ Davidson/Palmer, Elaine Morshead and Dave Laws are signed up. Sure more will follow.

Geri

---

Received: from ts2.nanospace.com (ts2.nanospace.com [205.199.199.2])  
by rgate.metricom.com (8.8.8/8.8.8) with ESMTP id LAA11855  
for <ghadley@ricochet.net>; Mon, 12 Jan 1998 11:48:39 -0600 (CST)

Received: by ts2.nanospace.com  
id <m0xmuE-000z2cC@ts2.nanospace.com>  
(Debian Smail-3.2 1996-Jul-4 #2); Mon, 12 Jan 1998 09:44:10 -0800 (PST)

Received: from laws by IMPINC.COM (4.1/SMI-4.0/IMP-Libra-GCA-931201b)  
id AA21294; Mon, 12 Jan 98 09:33:51 PST for ghadley@ricochet.net

Message-Id: <9801121733.AA21294@IMPINC.COM>

X-Sender: laws@libra

X-Mailer: Windows Eudora Pro Version 2.1.2

Mime-Version: 1.0

Date: Mon, 12 Jan 1998 09:31:23 -0800

To: ghadley@ricochet.net

From: David Laws <laws@IMPINC.COM>

Subject: Re: FSC 40th Anniversary

Content-Type: text/plain; charset="us-ascii"

Hi Geri,

To paraphrase someone, "Include me in."

Regrds,

At 08:07 PM 1/11/98 +0000, you wrote:

>Fairchildren:

>Interest in a Fairchild 40th anniversary party is brewing as you will

>see from the below email that Judy Horst recently sent to Joe Malone.

>If you are interested in participating/contributing to such an event,

>email Judy or me and let us know. Also PLEASE forward any email

>addresses/tel #s/fax's/snailmail addresses for other FSC alums that you

>have. The list we have is rather outdated, circa 1988 when we had the

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>> If Charlie wants a reunion "before we're all dead," let's get going on one.  
>> Geri Hadley, Larry Bender, Dick Kors, Sandi Kile, Phil Lenihan, Fred Hoar, and  
>> I are for it, and we all have a number of people we've talked to who are eager  
>> to join in as well. Hopefully, we can all have some more good times planning  
>> the event, too.  
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>> Any time of the year better for it? (Fall comes to mind for me.)  
>FALL SOUNDS GOOD TO ME - GIVES US ENOUGH TIME TO PLAN IT AND FIND  
>EVERYONE. GH.  
>>  
>> Where to have it? Got any ideas? (Inexpensive comes to mind for me.)  
>RICKEY'S HYATT WORKED WELL FOR LAST REUNIUNON - AND THERE IS TALK THAT IT  
>MAY BE SOLD OFF AND TORN DOWN FOR LAND VALUE. THE MAIN BALLROOM HOLDS A  
>LOT OF PEOPLE. WE STILL HAVE THE SLIDES FROM THE 1988 PARTY AND SOME  
>MORE PHOTOS TO ADD TO THEM THAT COULD BE SHOWN AGAIN. GH.  
>>  
>> Who to invite? All of us ex-Fairchilders, for sure. So, we'll need lots of  
>> names and addresses. Phil and Geri had the list used the last time, and Phil  
>> and I were wanting to put up a Web site to attract old stories from old  
>> Fairchilders and to let them know about a reunion or other events. (A golf  
>> tournament comes to mind for me, but that's OK, a beer drinking contest is  
>> just as good. Or how about a 5-hour fundraising dinner for the Tech  
>> Museum?—pass.)  
>A FUNDRAISING EVENT SHOULD NOT BE RULED OUT - THOUGH I AGREE THAT IT  
>SHOULD NOT BE A 5-HOUR SIT-DOWN DINNER..... SINCE EVERYONE MAINLY  
>WANTS TO SCHMOOZE..... FINGERFOOD AND BEVERAGES WITH LIMITED SEATING  
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>> OK? Let me hear from you all.  
>>  
>> This is me trying to use e-mail to communicate. I am trainable.  
>>  
>> Judy Horst  
>  
>

---

David A. Laws  
Chairman  
IMP, Inc.,  
2830 N. First Street,  
San Jose, California, 95134-2071  
Direct Phone: 408 434-1283  
Main Phone: 408 432-9100  
Fax: 408 434-0335  
E-mail: laws@impinc.com  
IMP website: http://www.impweb.com

IMP, Inc. is a supplier of analog and high-voltage wafer foundry services and standard analog integrated circuits for computer, communications and control applications.

----- Headers -----

Return-Path: <ghadley@ricochet.net>  
Received: from relay10.mail.aol.com (relay10.mail.aol.com [172.31.109.10]) by air20.mail.aol.com (v37.8) with SMTP; Mon, 12 Jan 1998 16:45:16 1900  
Received: from rgate.metricom.com (rgate.ricochet.net [204.179.143.6])  
by relay10.mail.aol.com (8.8.5/8.8.5/AOL-4.0.0)  
with ESMTP id QAA20595 for <pandagolf@aol.com>;  
Mon, 12 Jan 1998 16:38:03 -0500 (EST)  
Received: from 204.179.130.92 (mg130-092.ricochet.net [204.179.130.92])  
by rgate.metricom.com (8.8.8/8.8.8) with SMTP id PAA13373;  
Mon, 12 Jan 1998 15:42:16 -0600 (CST)  
Message-ID: <34BA1D18.66E0@ricochet.net>  
Date: Mon, 12 Jan 1998 13:51:48 +0000  
From: geri hadley <ghadley@ricochet.net>  
Reply-To: ghadley@ricochet.net  
Organization: The Leapfrog Group  
X-Mailer: Mozilla 3.01 (Macintosh; I; PPC)  
MIME-Version: 1.0  
To: horst <pandagolf@AOL.COM>  
Subject: [Fwd: Re: FSC 40th Anniversary]  
Content-Type: multipart/mixed; boundary="-----39BA190C4E57"



Date: Saturday, May 23, 1998 6:24:30 PM  
From: JMalone934  
Subj: Floyd Kvamme  
To: Rob\_Malone@HP.Com, Malone.Jim@Apple.Com,  
74521.3413@Compuserve.Com, Larry.Panattoni@Itron.Com,  
HHawk76833, Bob.Hass@MCI2000.Com, SKile@Corp.Cirrus.Com,  
Pandagolf, reynolds@turbo-ic.com, DenisMcS@SpPharma.com,  
bandb@ix.netcom.com, ExSearch@Pacbell.Net, ReuKrolick

Ed Pausa forwarded this to me. I went through my address book and selected those whom I thought knew Floyd and would, therefore, be interested. While not announced as a direct replacement, I understand CES will not stand for re-election to the Board this year. In a way, that's sad because it removes him from his only window into the industry. On the other hand, GOOD FOR HIM !

JM

- > News Alert from BusinessWire via Quote.com
- > Topic: (NYSE:NSM) Natl Semiconductor,
- > Quote.com News Item #6545910
- > Headline: National Semiconductor Elects E.Floyd Kvamme to Board of
- > Directors
- >
- >

- 
- 
- > SANTA CLARA, Calif.--(BUSINESS WIRE)--May 20, 1998--National
  - > Semiconductor Corporation today announced the election of E. Floyd
  - > Kvamme to its Board of Directors.
  - > Since March of 1984 Kvamme has been a partner at Kleiner
  - > Perkins
  - > Caufield & Byers, a high technology venture capital firm located in
  - > Menlo Park, Calif. He is responsible for the development of high
  - > technology companies from early start-up to the publicly traded phase.
  - > Brian L. Halla, chairman, president and CEO of National
  - > Semiconductor said Kvamme represents a valuable addition to the



- > company's board of directors.
- > "Floyd Kvamme is one of the leaders that built Silicon
- > Valley,
- > and he brings with him a unique mix of understanding of technology,
- > marketing and semiconductor operational experience," Halla said.
- > Kvamme was one of five members of the management team formed
- > by
- > Charles E. Sporck in 1967 when Sporck took over as president of
- > National and relocated its headquarters to Santa Clara, California. In
- > 1979, Kvamme became the president of National's computer subsidiary,
- > National Advanced Systems.
- > In 1982 he left National to become Executive Vice President
- > of
- > Sales and Marketing for Apple Computer, a position he held until
- > entering the venture capital field in 1984.
- > Kvamme currently serves on the boards of Brio Technology,
- > Harmonic Lightwaves, Photon Dynamics, Power Integrations, Prism
- > Solutions, Triquint Semiconductor, and some private companies. He has
- > two degrees in electrical engineering, a bachelor's degree from the
- > University of California at Berkeley and a master's degree from
- > Syracuse University.
- >
- >
- > CONTACT: National Semiconductor
- > Mike Brozda, 408/721-3628
- > mike.brozda@nsc.com
- >



Date: Friday, May 22, 1998 11:53:03 PM  
From: JMalone934  
Subj: Re: Bob Merrick  
To: Pandagolf

I'm interested. Be aware that I am leaving town for ~ 3 months 8/1. get me now or wait until Nov ????

JM



Date: Friday, May 22, 1998 10:05:24 PM  
From: Pandagolf  
Subj: Re: Bob Merrick  
To: JMalone934

Thanks for remembering me--I'll check the article out.

Here's where we are on a reunion. Geri's been busy with her new business, and I don't think she's thought about it. I've encouraged her to start doing something about it now, but to no avail.

Dick Kors and I have been meeting regularly regarding a virtual museum of old Fairchild memorabilia, and he and I are going to update Geri's mailing list used for the last reunion. If Geri doesn't get something started next month, I'll probably try to get something together with a stellar group of volunteers. Intersted? Light work detail only.

One of the first things is to clean the old list, then give it to several people who do keep in touch with the Fairch kids. You and a few others could help us with that first.

I'll keep you posted.

Judy Horst