Oral History of Jerome L. Dreyer

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Jerome L. Dreyer

Conducted by Software History Center—Oral History Project

Abstract: Jerome L. Dreyer, commonly called Jerry, who for nineteen years was the executive director (later president) of ADAPSO, reviews the evolution and growth of what was the most significant trade association in the computer software and services industry at the time. He describes the growth from a somewhat local group of service bureaus to a Washington-based organization which included software products, professional services and remote processing services companies in addition to systems integrators and Value-Added-Resellers. He describes how the litigative actions initiated by ADAPSO gave its small member companies time to establish themselves against banks and accounting firms who were competing for these services and products. ADAPSO was also able to play a significant role in delaying or preventing IBM's anti-competitive actions in the software and services arena. He points out the contributions made by a number of the organization's volunteer leaders and by the ADAPSO staff. He closes the interview by briefly describing his activities since leaving ADAPSO.

Thomas Haigh: This is an oral history of Jerry Dreyer, former President and Chief Operating Officer of ADAPSO. It's the 1st of May, 2004. The interviewer is Thomas Haigh and the interview is being conducted in the delightful surrounding of the Four Points by Sheraton Hotel in Pittsburgh. So, Jerry, thanks for taking part in the interview. I wonder if you could begin by talking about how you first became involved with ADAPSO and perhaps about whatever you'd been doing at that point in your career.

Background

Jerry Dreyer: I had been in the service from 1952 to 1954, and I graduated from New York University, with a Bachelor of Science degree in Journalism. I was looking for an editorial job, and I wanted to write the great American novel, whichever came first. I went to the American Management Association (AMA) because they had a lot of business publications; I figured that was a good way to get started. However, I found out subsequently that I was a great editor, but a terrible writer. They hired me at AMA and I spent five years there and groomed myself to become – once I fell in love with the whole idea of Association Management as a career – to become an executive vice-president, executive director, president – whatever the titles were at that juncture. I left there to broaden myself, because the AMA was a general management educational organization.

Haigh: And what had your position duties been there?

Dreyer: I started out at the low end of the totem pole as administrative assistant and when I left I was manager of facility operations for both the New York and Syracuse operations [Colgate University]. But I decided that it was to my benefit if I wanted to become a senior executive in a trade association, to move on and develop some other skills. I went to the Farm and Industrial Equipment Institute in Chicago and spent two years there, working for the president of the organization as his assistant and becoming the director of programming. My wife and I originally were from the New York area – she from Pennsylvania and I from New York – and she wanted to go back east. An opportunity arose to go to New York City for 1961 to 1963, I believe, to work on the world's First International Congress on Management. It was a 2,000 person meeting and it was a one-shot deal that was held in the New York Hilton when it opened in 1963. I was in charge of all of the facilities, structure and registration, materials – operations manager. That was fine, but it was a temporary contract. Then I went to work for the National Association of Mutual Savings Banks in New York in the Pan Am building and stayed there about a year, but there was a little bit of a discord because of a personality conflict between myself and my boss. And so I left the organization and went on to other things. Then in 1966, probably October or November, I began interviewing for this particular job at ADAPSO. There were several members of an interviewing committee. Bill Lynch of IBM's subsidiary, SBC [Service Bureau Corporation], was a member of the committee. Frank Lautenberg, the Senator from New Jersey, was President of ADAPSO and also vice president of ADP at that time. Sal Parisi, who was president of a data center in New York City, was the outgoing president of ADAPSO. And the final interviewer was Bernie Goldstein, about whom you wrote so eloquently in a biography. They decided to hire me then and there and (as I made the joke before) they said I got the job because I came cheapest. They really wanted somebody young with vitality, and who exhibited a professionalism toward running an association. I was not a computer person by any stretch of the imagination. I was an association management person, and I came on board December 31, 1966, and went down to work for a while in Abbington, Pennsylvania. Then they set up a one room office for me next to Frank Lautenberg's office at ADP on Highway 3 in New Jersey – Clifton, New Jersey. That's where I operated from until we closed up the office down in Abbington, and I moved it to New York City on Lexington Avenue. I forget the address; it was the Graybar Building at 420 Lexington Avenue right near the Pan Am building, over Grand Central Station. Then it was myself and a part-time secretary and my first year's budget was $67,000.

Haigh: Let's pause now and review some of those things in a little more detail. First, I know that AMA, for example, had been quite involved in the early days of business computing and hosting conferences related to it. Did you have any kind of exposure at all to computers in your work before ADAPSO?

Dreyer: No, I was exposed to it, but I never really was a professional in the computer arena. Back in 1956 and 1957 when the AMA installed a tremendous amount of equipment. I don't know if

it was IBM or Univac. They set up "war games" which were business games on how to run a business using computers. I was only involved with it in terms of helping to get it into the building - seeing that it was installed by the proper people.

Haigh: And you think that would have been the first time you had seen a computer?

Dreyer: Well, I'd heard of computers before – I remember reading about Hollerith cards back in the 1890s and that kind of stuff. But I never was a computer person. I took a programming course for accountants when I came to ADAPSO. And that was my first exposure, sitting in a classroom learning about how to put programs on these little Hollerith cards; that was early in the history of the computer services industry.

Starting ADAPSO

Haigh: I checked back and looked at the ADAPSO board minutes, and the first mention I saw of you there was that you'd been hired as assistant to the president effective July 10, 1967. Can you talk about that?

Dreyer: I guess we didn't have any minutes before then!

Haigh: Although there were earlier minutes, it's quite possible that you'd been hired but had not started formally as an employee. Anyway, can you talk about when you were hired? Was it your understanding that you would definitely be replacing Mr. Evans as the main staff person in the organization?

Dreyer: Thank you for identifying him, he slipped out of my mind. (I hope my mind doesn't slip out too.) Yes, that was the idea. Bob was supposed to be replaced by me. I went down and was supposed to close up that office. Frank Lautenberg, who was the incoming ADAPSO President, gave me that job to do – close that office and open up an office up in the New York area. Then we decided temporarily to put the office in his shop at ADP till I could find the right facility, because as I said, we had a $67,000 a year budget for myself and a part time secretary.

Haigh: And it appears from the minutes that Evans officially left at the end of 1967, so there would have been some period of overlap.

Dreyer: There was. Yes, there was.

Haigh: So what was your impression of Evans who, from the founding of the association until 1967 had the title of Executive Vice President/Secretary?

Dreyer: Well, he was there in the beginning. You have to give him credit for that. He ran two other associations.

Haigh: Can you remember what they were?

Dreyer: One was an in-house printing operation – companies that did their own printing internally, and I can't remember what the other one was. There were two others and that was one of them. So he was really acting as a professional association manager of small associations who didn't have sufficient funds or staffing to run their own operation. For a fee he would do this. He kept the membership records; he sent out the bills, paid the bills and maintained the bank account. But it became apparent that they were looking for more energy, he was an elderly gentleman at that time – I was 34 1/2 years old and he was in his 70s. That's nothing against him because that's where I am now. He never left the office in Pennsylvania, in Abbington, and therefore he was not going to be dynamic enough to do the kinds of things that they wanted to do in the future. The association development outgrew Bill and it was time to have one organization with one person running it to help grow it. That was the idea.

Haigh: Do you think that feeling was mutual or was he sad to be leaving the association?

Dreyer: I think it was mutual. I think he realized that it had outgrown him. And he had the other two which were very small, and he had a printing business with his son that he operated down there, so it wasn't really a significant loss of income for him. He wasn't that close to the organization and it was changing. It was time for a change to take place if the organization was to grow as an independent structure.

Haigh: How did you find out about the position?

Dreyer: I answered an ad in the Wall Street Journal. I said, "Gee, that's interesting; it's high tech and I always wanted to be my own man.: I always told my previous bosses how good I was, and therefore I'm ready to go and see if I can run one for myself. I didn't realize at the time what an opportunity it was. I was on the ground floor and I had no idea. It just worked out. The chemistry hit between all of us in that room, and we liked each other, too, as well as thinking professionally that this young man can do the job.

Haigh: And you've mentioned that the headquarters moved briefly to New Jersey and then you moved to a permanent location in New York City?

Dreyer: First we were in the Graybar Building in New York. Then we outgrew that space and we moved from there to 551 Fifth Avenue, and by that time I had a full time secretary and one other person and we started operating out of that shop. Then, for some other reason, there was an

opportunity to move the association to New Jersey, where I lived. And somehow or other I convinced the Board that's where we should be – close to home. I could give more hours to the association.

Haigh: I have a date on that – that was 1974.

Dreyer: Yes, we moved to Montvale, New Jersey. I brought Tom Farewell aboard as my assistant. I think there were six of us at the time. But Tom became my right hand man, and eventually I put him in charge of education programs and things of that nature.

Haigh: So you say there were about six people in 1974?

Dreyer: I think that's correct.

Haigh: And my impression was that the headquarters eventually moved again to Washington, DC.

Dreyer: The board decided at that time: Look, you know that it's time for us to address the issues concerning the industry, competition, taxation, protection. We have to be at the seat of government. I was really reluctant to move because I thought that we didn't have the wherewithal to do a first class job. I mean, we weren't the IBM Association. We were a small, business-oriented association in Montvale, and although our budget was increasing, I didn't think we could handle the monies that you have to use to promote your ideas before Congress. So I talked to the board on several occasions and I held it off as long as I possibly could. But then I could see the handwriting on the wall: Jerry, you've got to move to Washington, and we did. I knew that all the time that we would have to go but I wanted us not to be fools and clowns down there. I wanted us to be able to make an impact. Part of making an impact is having sufficient financing to address the issues, not only from a lobbying aspect, but public relations and everything else that goes with it.

Haigh: And do you feel that by the time the association moved down there it did have enough resources to make an impact?

Dreyer: It had the great resource of a wonderful bunch of members – men and women who were articulate, bright as hell, and dynamic, that I could use as a cadre to push the ideas we wanted to push with the banking committees and others – communications, etc. It was always the volunteer group that did the bulk of that kind of work. Just a good, articulate, smart bunch of guys and gals.

ADAPSO and Staff Development

Haigh: So let's move back slightly in time. I wonder if you could talk about how the staff grew over time – particularly about important individuals and what kind of jobs the growing headquarters staff was involved with on a day to day basis.

Dreyer: Almost from day one I had a wonderful mentor in the legal profession: Milt Wessel. He was a friend; he was a patriot; he was a mentor; he was a bright, bright man who helped us greatly from his law firm [Kaye, Scholer, Hayes and Handler]. He was a partner there. And he did a magnificent job in helping us orient and direct us to the issues that would impact the computer services industry as a small business industry. See, you had multiple segments here: you had the large companies and you had medium size companies and then you had the very small companies. You had to attune yourself to programs that would meet the needs of these various groups.

Later on, we had the problem of meeting the needs of software development, packaged software, the games people – which I lost out on. They wouldn't let me bring those people in. That's neither here nor there. We could have had all these people in ADAPSO and other software associations would have never gotten formed if we had brought those people in. And then we had the data centers that were very localized. We had the communications companies and we had the remote processing services people.

So you had a lot of people to satisfy. My idea of a good association was that you have programs to meet everybody's needs: education – the little guy loves education; he's not interested in Washington, D.C. – it's too remote to him; he couldn't care less except maybe about local taxes and things of that nature to protect him. We did have big guys... we had General Electric. We did have ADP; we did have Tymshare and Comshare. These were big remote processing companies who wanted to address the communications issues. So we had to say either we're going to have lots of lawyers on staff or we're going to have a couple lawyers on staff and buy the services of outside law firms that specialize in particular areas of our interest.

So we worked that out, and Milt became our general counsel from the get-go. We hired Mike Nugent as our first full time lawyer to work with Milt, and then Ron Palenski, a couple years later or maybe a year later. You could probably check the dates better than I can.

So we had two lawyers on staff in the beginning plus Milt, who was not on the staff, but he was sort of a box on the side of the chart. Then we hired another staff person as a lawyer, later – a couple years later. So we had three lawyers plus Milt internally. Then we had Herb Marks in Joe Markowski's law firm in the area of communications that the remote processing people insisted that we have directed toward their attention. And they were willing to pay big bucks for that.

This gave me the opportunity to change the dues structure significantly. When I left in 1986, the

maximum dues were $90,000 a year and 8 or 9 companies were paying that kind of money because they knew that we were giving them the full service that they needed.

The software people came on board later on. I guess the impact of...not the Carterphone case...that was communications, but IBM's unbundling in 1969, 1970, somewhere in there.

Haigh: I think 1969.

Expanding ADAPSO

Dreyer: 1969 - that's what it was. That created the software industry. It was then it really became a big opportunity to grow in the software field. So they had to have special things. So I said, "Look, I want us to be unified as an industry, but then we got software and we got packaged software and we got programmers doing contract work and you got data centers and you got remote processing companies doing remote processing work in communications. We have to have some way of bringing all these people together in a forum." We set up these sections to meet the needs of these people. So we had the remote processing services section and we had the data center section, the SIA, the Software Industry Association section and association names to keep them happy. So just imagine a program and a conference to try and meet the needs of all these diverse groups. Somehow we managed to pull it off and the reason we pulled it off I think is: I always pride myself in looking over the group of people that we had with us as members. And I always said, "He's got to be president someday or chairman, and he's got to be chairman later on, and that guy over there is going to head up my education committee." And so people like Larry Welke, great guy for education – I used him over and over again in that forum and he was successful in bringing all these people, because he was very well respected, particularly by the software section people. We didn't want to let them think that they were not getting their full due.

And then the data center section was a very loyal group, and what they liked was getting together individually in what they called these Presidents' Roundtables so they could talk about their problems. And of course Milt was always nervous because he always concerned about possible anti-trust violations, but we kept the discussions to educational aspects and nothing about pricing or anything of that nature, which were the obvious sensitive issues.

And the remote processing people were entirely happy because they had a whole law firm dedicated just to their particular needs of communications and competition. So the program was sort of determined by the make-up of the membership. And then I said, somewhere along the line, a little later on, in my conversations with my international brethren, "This is not just a local business; it's not even just a national business. It's an international business – particularly with the advent of communication and the easy movement of software, transparent across the world."

So we said, "We have to have an international organization, or at least an international congress, so

that we can all get together and exchange ideas and, quite frankly, make deals. That's what a business association is all about. We're not a professional society worried about engineering techniques. We're a business league worried about competition and growth in our businesses."

Haigh: Okay - so I've got questions in different aspects. To return to the first one: I noticed that in discussing the growth of the staff members, you moved immediately to talk about the legal staff. Was that where the center of gravity was in terms of ADAPSO's staff activities?

Dreyer: No. It was an important element for a certain segment of the membership. It was important that we address issues of taxation, state sales tax, personal property, what is personal property? Does it apply to software? There were great issues surrounding this new industry and new products that came out like, for a software product, is it tangible? Is it intangible? What are the issues? And California was always a leading state to want to put up legislation to produce more tax money, and we were constantly fighting at that level with them. So the legal issues were very important, both nationally and internationally for the larger companies and in the specific, the software companies and the remote processing companies. The data center companies were really interested in how to get educated so that they would be profitable and enlarge their bailiwicks as entrepreneurs and corporations. But they too were concerned about unfair competition, growth, mergers. Also, all were conscious of government intrusion.

Education was important. That's why Tom Farewell became vice president for education on my staff. Then we had Dave Sturtevant my public relations director. Then we had other people that dealt with the technical side of the business. We had technicians in the shop to look over new programs that came out and see how they could improve upon those things.

But primarily it was education, public relations, government relations. Olga Grkavac became vice president of government relations. I hired her. After the lawyers she became the third or fourth employee.

Haigh: You mentioned that when you joined there was one secretary. Can you remember who the third person to be hired would have been?

Dreyer: I think it was Tom Farewell.

Haigh: And you said he was working on the education programs?

Dreyer: In the beginning he did everything, like I did. Anything that had to be done, we did it. But then research became important. I had a research director and we established a research program with a company out in California. Peter Cunningham, President of Input, was the guy who put together our initial research program. We did wage and salary studies; we did economic

forecasts for the industry on an ongoing basis. So when I started establishing these programs, actually it was done for the data centers because they were the ones who asked about it, everybody loved it. Everybody wanted it in addition to the other things we were doing. So it became part of the organization. And they could see there was a homogenizing of the group. It wasn't that: "I'm data center and you're software and you're remote processing and you're $25 million and I'm a million dollars." They started to see themselves as an industry. Before they didn't really see themselves as an industry. They saw themselves as a bunch of entrepreneurs who wore white socks and had big bankrolls and used to go to Las Vegas. They didn't have an idea that this could be a multi-billion dollar industry. And I suspect that's why IBM got into the software side, and that's why the banks wanted to get into it and that's why communications companies wanted to get into it. I think they saw this as truly a burgeoning industry that would someday become what it is today.

ADAPSO Conferences

Haigh: So at the time you first joined, what benefits was the association offering members? I know there were the regular management symposia conferences; there was a newsletter. What about those programs and were there any other things it was doing for its members back in about 1967?

Dreyer: You're dealing with resource availability, and resource availability wasn't the highest at that particular juncture. There was some movement when I came on board to set up chapters, which I vehemently opposed, although I went after trying to set them up. The reason I opposed them was I thought they would be more divisive than they would do good. And the reason they could become divisive was that then you're starting to fight for money and program time – if I give you $100, do I get $70 back in Cleveland and you only get $30 back in headquarters. You didn't want to have that kind of dissolution of the program – of being a national organization. So we quickly abolished the idea of trying to have chapters. It took me about a year to get rid of that, but we did.

I think the problem that the earlier pioneers really experienced was that the dues structure was so small because the base was so small and you had limited resources for what you could do. So it was not a question of anybody's fault; the problem was created by the fact of economics. I probably just came in at the right time when things were starting to change, and I started to move in a different direction.

Haigh: So the formal programs were quite limited at that point. What were your impressions of the first few conferences you went to? One thing people who were there have said is that the informal social contacts they got through ADAPSO were in many ways more important than the formal programs.

Dreyer: That held true throughout the history of the organization – whether it was the beginning or the middle or the end. Mergers and acquisitions, particularly, became important in the early 1970s and 1980s, and therefore where was the best platform to talk about it? Our conferences. How do you get large? Or how do you take your money and put it to your own good use? You merge and you acquire. And so that became a very strong platform and almost every program I had, included a couple of sessions on mergers and acquisitions or some form of it. We even got to the point that we had special meetings with the financial community to help grow our industry through going public.

Some people resented it because they felt it was too commercial, but on the other hand, we were a commercial organization. What we were there for was to meet the demands of the members. Everybody isn't going to like it, but you've got to meet the needs of everybody to some degree. So I think that the fact that we were able to provide that... have our ear tuned to the ground and listen to what the members were talking about and wanted and being able to provide it – was one of the benefits of the organization.

Haigh: And what was it like to be at the conferences? Was there a lot happening in corridors and in the hotel bar, rather than in the formal sessions?

Dreyer: Not that I observed. I stayed away from those things. I'm sure it was taking place. I know there were informal sessions up in some of the rooms where people got together, but it's not illegal. But that made us more valuable; we were a platform for these people to come to and be able to do these things. And some very significant mergers and acquisitions came about. Broadview Associates, Bernie Goldstein for example; he moved out of the operating end of the business; he went into mergers & acquisitions. He and Gil Mintz, the accountant; he had been the Chief Financial Officer at ADP. Gil Mintz and Goldstein – they did a very fine job and many others did the same. Actually, it benefited a lot of people because this guy was struggling to become a big company but he couldn't do it on his own. So he needed some help and then he became a multi-millionaire…I met more multi-millionaires in this business than I can think of in the history of business - today particularly.

Education can be defined very broadly into social, business and technical. So the business covered a lot of ground which included mergers and acquisitions; it strengthened the industry actually. There were some discordant notes with IBM and some of the other big companies who our people felt (when I say our people I mean the membership) felt that they were out to destroy the independent computer services industry. There were some strong battles that we had with IBM and some of the other organizations – even the government. The Federal Home Loan Bank Board allowed six divisions of the FHLBB to go into the data processing business and we claimed that that was illegal under the Federal Home Loan Bank Act. Well, they got out of the business after a while. I'll get into that.

Haigh: Yes, we'll cover the controversies later. The conferences – can you remember anything about how the format for the conferences might have changed over time and about how topics and speakers would be selected?

Dreyer: I think we started out with less sophistication and then moved to more sophisticated audiences and participants. Number one: as we grew we were more recognized in the business community and outside the business community and we were able to gather some very high echelon people. We might once in a while get a vice president from some company come and speak. We got John Akers at the time who was President of IBM; he came to speak at one meeting. Ross Perot came in 1966 and spoke at our meeting and spoke again ten years later at our meeting. So the fact that the organization was getting recognized helped produce a higher quality of speaker, maybe not as speakers per se, but the quality of the information imparted to the group. And it became much more sophisticated.

I still think that the nuts and bolts were the breakout seminars that were held after the plenary sessions. They were well-attended because people wanted nuts and bolts things as well as the high flown philosophy of the business and to see what the direction would be in the business. So I think the quality of the speakers in terms of who they were, echelon-wise in the industry, increased as we grew. I like to think I had a little something to do with it, but a lot of people did, too. And Frank Lautenberg getting elected to the Senate didn't hurt us at all, you know?

Haigh: How about programs that were designed to support informal interaction? You've mentioned already the Presidents' Roundtables. My guess would be that as the organization grew larger, that you would have to do more work in the association management to make sure that things that would just have happened spontaneously in the early days happened and that new members didn't feel too excluded.

Dreyer: Oh, yes. Two things you had to concern yourself with as they became more formalized within the structure of the organization: the legal issues of small groups getting together without counsel was always a precarious thing at best. I used to attend quite a few of those sessions and although I'm not a lawyer, I knew enough to say, "Shut up; don't talk about prices!" We tried to have people at least attuned to anti-trust. It was never a problem of getting any jealousies, if you want to call it that, but because we had the sections – we had the remote section, the data center section, the software section – so they could meet and do things on their own, too, as a body. So it wasn't that you were excluding anybody; it's just that 14 or 15 guys became friendly at the conferences, and one of the rules was that they were not competitors of each other in the sense that they were selling the same product so you didn't have that kind of problem – opening your kimono – so they would speak more freely obviously.

And I tell you, when I went to the meeting last year, Larry Schoenberg was telling me, "You know, Jerry, we've been meeting for 25 years since you set that program up." The guys still meet.

Haigh: That program being one of the Presidents' Roundtables?

Dreyer: For this group of 15 guys. They were software guys – and they're still meeting. They were meeting in Washington. It's hard to believe, but it's true – it's wonderful!

Haigh: And were there a number of these separate roundtables in different areas? There was one for the software people; I think you mentioned they were particularly popular with the data center people.

Dreyer: The data center people had it – there may have been a couple in the data center because you didn't want to make it too large; they want to keep them to a small group of maybe 15. And so they bring their wives and they go to places like islands for vacation. And so then you had the software. I don't recall the remote processing people establishing one because they were big company oriented basically and their issues were sitting in the Senate and in the Congress in the House, and in the departments of government. So they were more interested in the legal aspects, so they weren't concerned about socialization or getting together to find out how to improve my business.

Including New Members

Haigh: The recruitment of new members – when they joined, you tried to integrate them into the association. What kinds of efforts did you make to try and support that?

Dreyer: When I first came in there was very little. Once in a while a letter would go out or Bernie Goldstein had a breakfast for a few people in New York – that kind of thing. There was no established format. My director of public relations and I concocted a formal program to have a series of breakfasts in different parts of the country, then tie them into the conference with a discount on first conference (or freebie for the first conference) to bring non-members to the conferences to join. Letter writing activities - whatever we could, but it was a formalized A, B, C, D program that we did. When I joined ADAPSO I think there were 102 or 103 members; it wasn't very big. I think when I left it was over 700 members. It grew. It's not the kind of industry where you're going to get thousands of companies joining. Some guys are a one-man operation; he's a programmer and goes under the name of the ABC Company - he doesn't have the time or wherewithal to do it.

Haigh: And you mentioned you did that with your Director of Public Relations?

Dreyer: Yes, Dave Sturtevant.

Haigh: So letter writing, having breakfasts - that was how new members were recruited?

Dreyer: Yes. Also personal visits and "dog and pony shows."

Haigh: As the organization got larger, it must have taken more work to get the new members to be fully integrated and taking part in things. Were there any things you had to put in place to try and make sure that the new members became full participants and didn't just leave?

Dreyer: Yes, there were a couple of things we did. We recognized that turnover would always be a part with some of them leaving, but mergers and acquisitions sometimes cost us members. So when we had conferences we assigned board members of the main board and board members of the section boards to entertain any new attendee to the conference or new member to the conference, to latch onto that person and introduce himself and to squire that person around. I think that personalization was the major way we handled new members and attendees who were coming for the first time but were not members. We just tried to personalize and get involved in a one on one situation. I don't think we did anything really special in that respect, but to make the attendee feel, "I'm being attended to; I'm being taken care of." That feeling of belonging takes place. And I always used at these breakfasts – I always tried to get one of my local board members or local large members or small members in the area where we were having the breakfast, to come to the breakfast and say a few words about why they are members. There's nothing like self-aggrandizement.

Haigh: I also imagine you must have had a problem because there would usually be one individual within the member organization who was particularly active within ADAPSO. If that person was promoted or left their company, although theoretically the organization is the member, not the individual, but I would imagine in practice often the organization's membership would lapse rather than transferring to someone new.

Dreyer: It was a corporate membership unless you were a single practitioner. But it was always a corporate or company membership, and if somebody left - we had to get wind of it obviously. We would go and sometimes have to start over because he was the only one participating. And so we didn't have too much trouble selling people on that – that they should continue to be a member; you're a leader in the industry and you should be involved and participate as such. The biggest problem we had was that we were so good in mergers & acquisitions that we were losing members that way.

Haigh: One of the things I notice from looking at the ADAPSO records is that for a long time there was this two level membership structure where you might have a chain with a dozen branches – in which case one would be eligible to be a regular member and then there would be some kind of non-voting associate membership for the other locations in the chain. How did that work out?

Dreyer: The concept of the membership structure was that the corporation became the

member and it had an alternate. But if you had 50 branches, they were considered members, too, as long as they were with the parent company. So when it came time to buy their tickets for the conferences, they would get them at the member prices. We didn't change our rules. There were some situations where it got a little hairy, because people felt that even though they had a different name, they were all part of the same company and we tried to balance that out. It wasn't a major problem; it was a little bit of a problem for a while, but it worked its way out. It wasn't significant I don't think. I do remember it though, because we did have a few discussions with some people as to the status of their membership. I always said there were two kinds of members we had: dues paying members and non-dues paying members. We did have a category called associate members, which simply meant that you were not in the business per se, but you were a supplier to the industry. You don't sell data services or develop software or sell communications – you're just an interested party and you supply paper or whatever it is that you supply to the industry. You can become an associate member, which is a set fee. And you get to attend the conference. The only limit was that you couldn't serve on the board of directors, but you could serve on committees though, but you could not vote and participate and be elected to an office. You had to be a member in good standing.

Haigh: Another one of the tangible things that members would get would be the succession of newsletters and as you mentioned, between 1969 and 1971 there was also a glossy magazine called Computer Services. Can you talk about work in the publications and newsletter area?

Publications

Dreyer: Those were our two major things. I thought we really had that magazine going. They came in and they sold me on it, the publishers. I have a copy here - it was a nice job they did, too. It did get advertising support for a while and it made it pay, but then, like anything else, it's really a separate business and unless you really dedicate yourself to it, it's going to go by the wayside and that's what happened here. The publisher became disenchanted.

Haigh: And that was the journal Computer Services. Now, who was the intended readership of that?

Dreyer: The members and the users of computer services. It was supposed to be a broad-based magazine with articles. The trouble is - we ran out of people to write articles for this thing, like anything else. So what would happen? You'd have to hire a reporter like you - a chronicler and it becomes too expensive after a while.

Haigh: So was the idea that an ADAPSO member would take a large consignment of these and distribute them to their users?

Dreyer: Well, we had a list that the publisher put together, starting with our membership and

then expanding it to what he thought was an appropriate base.

Haigh: So it was one of those controlled circulation things where you show advertisers that you've got a suitable base of qualified readers.

Dreyer: Exactly, and it worked well. And then we did the research reports, which is a publication.

Haigh: And my understanding is that what killed Computer Services was the recession in 1970 and 1971.

Dreyer: I would say yes. I was just looking at this beautiful, first class piece that they did and it's January/February of 1970; I think we were on the way out then. I think people just didn't have the money to put the ads in to do it, and the publisher didn't want to continue. He could see himself losing a lot of money, so he let it go by the boards. We never tried to re-activate it; we had too many things on our plate to do that.

Haigh: And was the journal your idea?

Dreyer: I'm trying to remember how that came about. I was one of the people that was involved with it. Let me see those names ... it might refresh me. Yes, I see Crandall, Dreyer, Goldstein, Dick Hill, Bob White... I would say probably it was Bernie's and mine and Rick's idea for this. I saw it as a way of getting membership. Articles can be written - you don't have to have a magazine, but if you have something like that it shows strength, stability, quality and you can get people involved. So I think there were basically three of us who came up with that.

Haigh: I know that the association also published a membership directory which for a time was in conjunction with Computer Services - by the same publisher.

Dreyer: We used it as a tool to bring new members in and to show other people that there is a computer services industry and they're viable companies, and if anybody called us we would say, "These are the ten members in your area that you can use." So it was a marketing tool as well.

Haigh: And other than the members themselves, who would get copies of it?

Dreyer: The press, government agencies – that was about it – potential customers.

Haigh: I know the association also had some less glossy newsletters before and after the brief period of Computer Services. Can you remember anything about how they were produced – what kind of benefits were derived from them?

Dreyer: What era? My era?

Haigh: Yes. I know in the mid to late 1960s I think there was something called "ADAPSO News and Management Guide" published. Then after Computer Services I think there was something called the "ADAPSO Newsletter" that was published through the 1970s.

Dreyer: I had Dave Sturtevant work on the appearance of that newsletter when he came on board to dress it up and make it look better. The content was probably basically the same; it may have been a bit more sophisticated when Dave took over. Dave was a good writer and ha a lot of good rapport with the members and got a lot of good information from them. So he dressed it up very well. But it was basically a newsletter to let the members know what we were doing, blow our own horn a little bit, that kind of thing. Again, everything depended on resources. When I first came in, I didn't have the money for glitter like this.

Haigh: One of the other programs I noticed that the association offered was a benefits and insurance program. Was that popular with the members?

Dreyer: It was designed for the small members – if you didn't have insurance programs, couldn't afford the big ticket – and we did very well with that for a number of years. Then I think after I left it went by the boards. But that was designed to attract new members, say, "Hey, look, you're getting your price based on the total and not your small segment. So you're going to get price benefits." And that was done through the Letterman Gortz Insurance Agency and they worked hand and glove with us very well for many, many years and did a nice job in helping us establish that program. But that was another modernization we did to attract and retain – not only attract but to retain members that way, too. Because you sort of get locked in to less expensive insurance and it's ongoing. So that worked very well.

Large versus Small Companies

Haigh: My impression is that at least by the early 1990s that ADAPSO was having trouble appealing to smaller companies. Do you have a sense of that?

Dreyer: That was even before I left. I think that somehow or other, even though things had changed with the acceptance of banks in the business, acceptance of IBM in the business, acceptance of AT&T in the business, particularly on the communication side – there was still a segment of our members who felt that the smaller companies were going to be wiped out, just like the ma and pa grocery shops in New York when A&P came in and other large food vendors. So when I was there I didn't really feel that way. The thing that hurt me most was the mergers & acquisitions which was a condition you could do nothing about; it was an accepted thing that that was going to happen in the business world. But you would hope that new companies would develop.

One of the reasons I was very interested in the international arena was to see if we could set up an international division within ADAPSO. The biggest thing that hurt me though was when I really fought to get all the software companies into ADAPSO, and we had to fight that other software group because we wouldn't take in what I call the games – the Atari's. And I said, "But they're going to be the big thing in the future" (This is ten years before it all happened.) I said, "They're going to be the big thing; they're software companies; that's all operated by software." And I couldn't get them to budge on that – particularly the software group, and you didn't want to lose them so I didn't push it maybe as hard as I should have.

Haigh: Let's shift and talk about the sections and how they changed over time. But before that I want to make sure that I haven't missed any of the main things that ADAPSO was doing for its members. There were the regular conferences, the Presidents' Roundtables, the legal activities, the various newsletters and publications over time, group insurance – have I missed anything?

Dreyer: The international segment of our conference development.

Haigh: We'll talk about the international thing in detail later.

Dreyer: Research programs that we did – the wage and salary studies and the industry status studies.

Haigh: You mentioned those briefly already. Do you have anything to say about the impact that you think those studies might have had? Who was using the data? What kind of role did they play in attracting members or getting publicity for the association?

Dreyer: I think we always got good publicity for the association because Dave Sturtevant and his staff were good people in putting out the information. And John Imlay - I can't speak highly enough about him – was an entrepreneurial motor of the industry, a wonderful guy. He was excellent in being able to meet with the press. One of the things we used to do was take a trip to New York City once or twice a year – Dave, myself and John and a couple of members – and go around to the Wall Street Journal, Forbes Magazine, New York Times – all in a day. We used to rent a limo and go around and make all these stops and have breakfast and lunch with them and promote ADAPSO and the industry. And John was very articulate and knowledgeable. He was very helpful in that respect and he loved doing it, too. It worked very effectively and again, it was a membership tool. All our successes were being used as membership tools to bring in new members, to retain members, to show them all these wonderful things. People mostly look for tangible things. An insurance program is pretty tangible. You know you're going to get a return. But when I say, "Hey, we're going to go to New York and meet with all these high falootin' reporters from the major business press," you get ho-hums in some cases but some people got excited about it. It's the same thing as "going to Washington." The majority of the members were not really interested in the Washington arena. It was only the larger companies and the specialized

companies that had axes to grind on the tax issues, such as software companies, personal property tax and that kind of thing. So we had to generate this excitement.

Haigh: So then from your perspective, this work on the different research projects would be tied primarily to the image work?

Dreyer: From my standpoint, yes. But I think there was some relative importance to it in terms of being able to compare them to other reports that came out, independent of us. I mean, this was done independent of us, but still, it had our imprimatur on it. But there were other research firms doing research studies on this industry as well. So it was a good comparative tool to see where we stood in relationship to these other reports on what the industry was said to be doing. So it was effective from that standpoint, certainly.

Establishing Sections

Haigh: If that concludes all the main programs and benefits, and we'll attend to some of those later – particularly the legal work you discussed, so let's talk about the structure of the association. My understanding from looking back at the records is that when you joined in 1967, that would have been a little before the establishment of the formal sections?

Dreyer: Yes. I set them up.

Haigh: So at that point, when you joined, were there any time-sharing or software firms in the association at all, or was it made up completely of the service bureau/data center type of firms?

Dreyer: There were some time-sharing companies. There was Buffalo Graphics in Buffalo, New York – a big company. Tymshare was a member, in California. Comshare was a member from Michigan. Bob Guise was president before Rick Crandall. Rick Crandall was 24 years old, incidentally, when he started Comshare. Have you talked to Rick? Is he on your list? You should have him.

Haigh: Yes, there was an oral history done with him and I've written a biography of him for the IEEE Annals of Computing History. I met him at the ADAPSO Reunion conference in May of 2002; I didn't interview him but I was able to use the interview transcript.

Dreyer: He was one of our good, good men.

Haigh: Okay, so there were a handful of time-sharing firms that were already members of the association?

Dreyer: Yes, sure. I think even General Electric Information Services was a member at the time. IBM's Service Bureau Corporation was a founding member of ADAPSO.

Haigh: So what was the impetus towards creating a separate section?

Dreyer: I think that the data centers felt that they were the pioneers, if I can use that word, of the organization. They were the service bureaus; they were the beginnings of this organization and they felt that things were getting away from them, I think.

I mean, nobody ever came to me and said, "Jerry, we can't have these other people in" – they never said that. I just got the implication in my mind that they were a little unhappy because they didn't seem to be getting full attention any more – on the surface it appears that way, but it's not the case at all. So that was the beginning of thinking: Well, we do have diversification in the industry, and if you remember when I started out I said I was trying to bring everybody together as a unit, recognizing us as an industry and not just data centers and remote processing and software. And so I think that setting up the sections gave us #1 - some sort of independence, and #2 - directing some of the resources to the needs of that particular group, and #3 - bringing them all together in unison as part of the organization structure by saying we have representation from every section on the board of directors. There were guaranteed seats. The president of each section was automatically a member of the board of directors of the overall organization.

Haigh: You mentioned independence. What did you mean by that?

Dreyer: Not that they could go off on a tangent and go directly against anything that we were doing, but to be able to set up a process that if they wanted to say, "Hey, Jerry, we would like to have a Presidents' Roundtable; can you help us set it up?" Or, "We want to have a special session at the conference just dedicated to data centers." That kind of thing.

Haigh: So it gave some kind of decentralized autonomy to the smaller groups within the overall association?

Dreyer: Right. All the money flowed into the master account. We avoided that pitfall of allocating money to each group. Money was allocated by the board of directors as to where it would go based on the needs of the organization. Like when we were fighting the banks, we made sure that sufficient money went to the banking problem. When the issue of the California taxation on software came up, we made sure money flowed out there so that we could take care of that problem. So it was allocated not just on the section needs, but also on the overall picture of what we were doing.

Haigh: So it wasn't that the sections got to keep the money from their members?

Dreyer: No.

Haigh: You already mentioned that one of the specific concerns that time-sharing firms had was in getting very high quality legal representation. Were there any other concerns or differences that time-sharing firms had distinct from the original data centers and that they could address through their section?

Dreyer: The bigger members, which were normally those remote processing and time-sharing companies, didn't think the same way as the data centers which were primarily medium to smaller companies. The bigger companies usually assigned a lawyer as their representative to ADAPSO. The RPSS [Remote Processing Services Section] had a lot of lawyers from the companies on their committees and on the board because the reason some were part of ADAPSO was the legal issues: the communication problems, the competitive problems, fighting in the Washington arena. So although they participated and they contributed significant dollars to the structure, they really weren't interested in sitting down and having a cup of tea and discussing tax processing with anybody. It was the high-flown issues that they were after.

They did like the fact that they had all these other members because it gave credibility to the organization; it gave credence to the organization. It just wasn't these big companies fighting the world – it was the computer services industry fighting the world. So they liked the fact that they were members of the organization.

Haigh: Right - so that was a benefit. It was apparent looking at the records of the papers presented at the conferences and also from the comments that people made in their oral histories that a very big part of the appeal of joining the association, for the smaller firms, was that they could swap notes on the very basic things like what the business model was for a service bureau, or for a small software firm, licensing, and on areas and issues with customers.

Dreyer: Sure. Nuts and bolts things.

Haigh: Would it be true then that the remote processing and time-sharing firms would think of themselves as being bigger and more successful and have less need to swap that kind of basic information?

Dreyer: I think they perused it, but I don't think it was an emphasis for them. I think they looked at it. But I think that the bigger companies looked at the smaller companies also as possible acquisitions. And the smaller companies who wanted to grow and knew they couldn't grow on their own, joined ADAPSO to be able to be acquired by another larger company, in the organization or outside the organization - it didn't matter. It gave them exposure to other people. As you said, the corridors were lined with people discussing over coffee their situation and saying, "Maybe we can get together in room 610."

The Software Section

Haigh: The other early section was the software section.

Dreyer: Yes.

Haigh: Can you talk about how that came about? My impression is that there were two parts to it: the software section organized within ADAPSO by Larry Welke and the AISC which was formed externally and merged in. But I'm still a bit hazy about the details of it, so if you could talk through the impetus and the issues and how they came to be.

Dreyer: I'm trying to put this as delicately as I can. Larry Welke was a very strong believer in ADAPSO; he thought we were the platform they should operate from. There were people within the software group who felt that we were data centers, remote processing, batch service, but really didn't feel that the issues that they wanted to address were being properly addressed by ADAPSO. They probably were partially correct at that time because there wasn't a heavy membership from the software side. In fact, the software companies were associate members for a while. They weren't full members before we brought them into the organization. You look back in the minutes; you'll see it. I had suggested to the board that we change their status to become full members. Larry Welke had done the same thing.

Haigh: So that suggestion would have been made prior to the creation of the software section?

Dreyer: Right. But still, there were some people who felt that we were not a place that they could really operate from. I was never privy to what the real reasons were. I do remember attending a Larry Welke meeting out in Chicago and hearing ADAPSO berated. I got up and I don't know where I got the nerve, but I did, and I told them, "ADAPSO has done a lot for this industry and you are welcome to join as a full partner." That was in Chicago, Illinois, and some people had a desire to set up their own organization, and I fought it – as best I could. I was the President of ADAPSO; I wasn't the Chief Executive of the Board.

So one of the things about me that you have to know is how I operated. I don't know if this is the time to talk about it. A person who is in the management of an association has to be chameleon-like. And when I say that, it doesn't mean he's wishy-washy. He has to be able to adjust to the people who are in power at the particular time. The same people that supported me during the first five years of my tenure at ADAPSO, two-thirds of them were gone from the board by the time I started my second five years. So I had to adjust to the thinking of the people on the new board and to the new people on the board who didn't know me. It's like you're starting over again and you have to prove yourself all the time, constantly. And I learned from my mentor at the AMA, Harold Schmidhauser who said, "You do the best you can and you react to the situation as you believe it to

be the truth. And if you stay with the truth, you'll always be ahead of the game." And that's what I did. And I put myself on the line on several occasions and I told it the way I saw it. I lasted 19+ years, so I guess I did okay. But I'm just saying, in terms of my philosophy of managing, it's not my association; it's not me. It's the organization; it's we. I never talked about me; I talked about we and us. That philosophy has always carried me through. So when I say I did something, I'm sure I did it, but I also did it with this guy or I did it with this gal or that guy or that guy. If there was somebody there that had an ax he wanted to grind, I listened to it and I evaluated it for the good of the total organization and the structure. If it fit in, I put it through.

The same with the people. I saw who the leaders were and I pushed those leaders to the positions that they got. That was my job – to get the best people up as Chairman of the Board and onto the Board of Directors of every group. So that's how I functioned, and I had a wonderful staff and I gave them their freedom to let them do the things that they thought were appropriate.

Haigh: One of the things I want to ask you later will be about your relationships with some of the key individuals in the ADAPSO leadership. Of course, when you discuss any specific development, if there was a president or a staff member who was particularly involved in pushing it, then this would be a very appropriate place to talk about that.

Dreyer: The software section was tenuous at best in the beginning. It was held together by cardboard and string for a while. And then all of a sudden some good people like Larry Schoenberg and others came into power and recognized the value of the organization and it strengthened the relationship with everybody. There were a few that… almost to the day I left… were still against being with ADAPSO – I don't know for whatever reason.

Haigh: So you think that was more of a problem with the software firms than with the time-sharing firms?

Dreyer: The time-sharing firms only reacted occasionally when we were going to cut the budget on legal. That's the only time they would react otherwise; they were very supportive

Haigh: And they joined the association even before there was a section for them?

Dreyer: Absolutely, yes.

Haigh: You're saying even after there was a section set up to officially for the software firms, there were still some that were very skeptical about the benefits of being part of ADAPSO?

Dreyer: Yes, and I don't think they were in the membership particularly. I think they were the forces working from the outside to not let us get a foothold with them.

Haigh: The minutes also discuss relationships with the AISC, a smaller, separate group of software companies that first shows up in the minutes around 1969 or 1970, and then in 1972 merges into the ADAPSO software section bringing in eight new members. Can you remember anything about how ADAPSO first heard of this group? How the initial approach might have been made?

Dreyer: I remember the group now that you mention it. I think there were a couple of members of ADAPSO in the AISC, and they were looking for a home. I think what put it over was the fact that we established the section with its own board and its own officers. I think that's the impetus that brought them into ADAPSO. They could have a section of their own. I don't remember it being a harsh thing. I just recall that they were reluctant because they didn't feel they'd have any independence within the ADAPSO structure. And I think the fact that we put them in a separate section brought it to fruition.

Haigh: There's this tantalizing line in some of the minutes from 1970 about there being a better prospect for the merger with them since their formerly hostile president was deposed!

Dreyer: (laughs) Yes, but I don't even remember his name though.

Haigh: Some of their papers are preserved at the Charles Babbage Institute because Marty Goetz saved them, so I've been able to see the story from their side, too.

Dreyer: Marty was a good man, another great pioneer.

Restructuring the Sections

Haigh: I see from the ADAPSO minutes that there was an important shift in October 1972, which I think you've alluded to already. I think before that there had been sections that you could be a member of if you wanted to, and then from that point on the association was reconstructed so that everyone was in a section. So if you didn't join one officially, then you were now in the data center section.

Dreyer: I do recall that. There was a time that, besides your dues, you were going to have a sub-dues for the section - that was talked about. I sort of quelled that one with the board and said you can't really do that because it's just double taxation. If you want them to be a member of ADAPSO and take advantage of the benefits they're entitled to, what we have to offer – and sections are one of the things that we have – and I think they bought that logic.

Haigh: So that shift turned sections from being an optional thing to being really at the heart of the association.

Dreyer: Right. You could pick and choose which one you wanted. You could be in more than one; you could be in more than one business, but you'd pick and choose the ones you wanted to be in. I'm sure a data center didn't want to be in remote processing.

Haigh: Yes, and I think it would also be at that point that the central Board of Directors switched to be composed mainly of the section representatives.

Dreyer: Right. Well, I think half the board was elected by the general membership and the other half came from the sections. I can't swear to that; it's been a long time.

Haigh: My recollection is that, at least at one point, it was ten from the sections and five directly elected.

Dreyer: Something like that. You're probably right. I'm surprised my memory is as good as it is!

Haigh: Do you remember that shift making any big differences to the way the association worked?

Dreyer: I think, as I can recall, the only influence that it had was the conferences – to make sure that we had balance within the conference structure for the program and assignment of speakers and subject matter so that it attracted all the groups to come to the conferences. I don't think it had much other effect, although occasionally there was some talk about how much money was being spent on the legal issues in the remote area; but on the other hand, those were the guys who were paying $90,000 a year. So they had a right to spend some of the money that would affect them as an organization.

Haigh: Did the sections have their own conference series?

Dreyer: No, except at the Roundtables. And they saw it all and came to the big meetings.

Haigh: Would there be separate panels or streams of programming?

Dreyer: Yes. As I said before, the subject matter was set up so that everyone would have something to relate to, and everybody related to mergers & acquisitions because that was on almost every conference.

Haigh: I've been told at some point there was a formal allocation of dedicated headquarters staff people to work with each section.

Dreyer: Yes, we did. . Tom Farewell was assigned to the software group. I overviewed the

three of them, but I stuck fairly close with remote processing and data centers. But I did assign other people to be the prime relations with the other two sections; I just don't remember who they were at the moment. And Milt Wessel, our general counsel, and I sort of provided an overview. .

Haigh: You implied there were some continuing difficulties with some firms in the software area. Can you remember any specific issues that might have triggered complaints? Were there any hot button areas where some people within the software section felt that their interests were diverging from those of the association as a whole?

Dreyer: Some within the group never accepted the concept that ADAPSO was all about the computer services industry. They identified the software industry as a separate entity. And no matter how much you talked and tried to convince them with logic, they didn't see that as being a separate but still identifiable with the main body. That was the only issue that I ever came across, and maybe once in a while that we didn't put enough money into an issue that they wanted, but everybody complained about not getting enough money, you know. So I did the best I could with that, but that was something beyond my control. The board made those decisions. I helped influence them, obviously. But the definition of the industry was really where it was happening. It was not anything specific in terms of, "Jerry, you didn't give me a speaker at the conference or, you didn't give me a seminar to run." There was no carping of that nature. It was specifically trying to identify within a total industry as opposed to – we're a separate industry, a software industry association. But that wasn't everybody; that was just some people.

Haigh: In the early history, software and certain programming services were very much bound up, but then I guess software products do emerge as their own category and in some ways the dynamics there would be different from that point on.

Dreyer: Sure, and that is correct; there's no question about it. But we were all in a services industry, and the main tool is the computer, regardless of whether you develop software or whether you execute software. You're selling a total package, not just one element of it. Even the professional services people agreed to that.

Haigh: Today, many software package firms are still getting a lot of their revenue from consulting and maintenance and services things, so it's never been entirely possible to separate them.

Dreyer: The accounting firms have caused all kinds of problems for the industry. I listen to the problems that they're having now – they're the same ones we had 35 years ago. Now people are listening to those problems. We talked about them years ago – you probably read that in the minutes, I'm sure.

Haigh: Yes, and I'll ask you a question about that later, too. So back to the sections. The

original section was time-sharing, which was renamed remote...

Dreyer: No, the original section was data centers.

Haigh: Yes, but it wasn't called a section. The first thing to be called a section was time-sharing.

Dreyer: That's correct. A section with the name RPSS.

Haigh: Then the software section, which I think was called the Software Industry Association.

Dreyer: Right.

Haigh: And then the data center section. In 1972 the data centers were redesignated as being a section, too. What was the next section to be formed after that? I know that the scope of the association eventually broadened to include turnkey vendors and micro people and some other areas.

Dreyer: I don't think we set up any sections – we tried to fit them into what was there. I mean, you can be so specialized you lose effectiveness. And I think they decided that the maximum sections we'd have were those three. I think there was some attempt to try to do that, but I don't think it ever came off. I don't remember it coming off that way. I think we tried to put them into the appropriate area where they thought they belonged. There was one association out in the Midwest, I remember. They were in turnkey, and I was trying to bring them in as a group, and that didn't work for some reason or other. I just don't remember.

Haigh: So we've just discussed the three main sections and from my notes I see that those three sections: the data center section, the remote processing services section and the software industry association section were the only sections through 1979. At some point afterwards there were some additional sections created to serve professional services, value added resellers and the micro computer software section. Backtracking slightly, can you talk about the 1970s? I imagine that the software industry association section would have grown a lot more during that period and become a much bigger chunk of the overall association.

Dreyer: Unfortunately not. The software companies rejected the game companies from coming into the association, which would have brought the numbers up considerably at that particular juncture. I never got a satisfactory answer as to why, but that wasn't my province to make that determination, except to give my logic as to why it was important to bring them in to help the growth of the organization and to strengthen the software industry association within ADAPSO. Larger numbers make it stronger, but that was rejected.

Another software group was set up to fight the software group within IBM. I think the idea in people's minds was that ADAPSO was not the place for it. First of all, the name of our organization was Association of Data Processing Service Organizations.

Haigh: Were there any attempts to change the name during the 1970s?

Dreyer: Yes, there was. Information Technology was one, and ITAA is what it became. John Imlay came up with ITS: Information Technology Services which was interesting. Believe it or not, I fought to keep ADAPSO for a couple of reasons. One reason was that the Smith Brothers cough drop has been around for 162 years and still was in existence with those two bearded guys on the logo. And brown is doing very well – the ugliest looking logo, UPS. And I said, "A starts at the beginning of the alphabet; you always get listed near the top." Everybody knows it took us 25 years to get ADAPSO recognized as an entity. Does it matter? ADAPSO could stand for nothing; there are acronyms that really don't mean anything. So I said name recognition is very important for the public image, and people know who we are when we go up to Congress... oh yes, ADAPSO, we know you people.

But it did finally change after I left. I think they changed it in 1986 or 1987 - somewhere in there. So I fought hard to keep that name, but it finally went, I always call it ADAPSO because that's my era. I think the software people saw ADAPSO as a data center organization and they lump remote processing into that as well. So they just went to this other group that was fighting IBM and they joined that organization [CCIA]. All it does is fight legal battles. It's in Washington, DC.

Haigh: There was also the Software Publishing Association.

Dreyer: Ken Wasch was the Executive Director of it. He's a lawyer. And a lot of the software companies were members of that. I would assume it impacted our growth since those software companies that were going to join ADAPSO because they had to make a decision whether to protect their interests in the software companies legally or get the benefits of education, public relations, government relations, through ADAPSO. A lot of them chose the former. [Editor's note: When Dreyer talked about fighting IBM, he raised the name of the Software Publishing Association (SPA). The SPA did not do much fighting, f any, with IBM. Rather, that organization was the Computer and Communications Industry Association (CCIA), which opposed IBM on behalf of the other mainframe and mini computer software companies. That group was then run by Jack Biddle, Sr., who has since passed away. This group opposed IBM aggressively and had members who were also with ADAPSO – like Lee Keet (who was very supportive of CCIA and their methods).]

Haigh: So from your point of view then, the data processing services would have remained the heart of ADAPSO through the 1970s?

Dreyer: Oh, yes, I think that's a fair statement.

Haigh: And was the traditional service bureau industry still thriving at that point? I would have imagined that with more and more firms being able to buy their own computers and doing their processing in house, that it wouldn't have been as strong by the end of the 1970s as it had been earlier.

Dreyer: I can only cite some comments that I heard from individuals saying, "You know, I'm still working on third generation equipment, IBM's, and making a good living." Whether they were becoming giants, that's another question, but some people are just happy to make a good living. Other people just want to be in the forefront so that they can get acquired and hopefully develop with another company and change their technology through somebody else's wherewithal. I look at ADP, I knew that company in 1967, and it's probably now a $3.5 billion a year company or $4 billion. In 1967 it was running neck and neck with UCC out of Dallas, Texas, Sam Wyly's company. They were doing both about 4 to 6 million dollars each, and now UCC is gone, obviously, but ADP is still around selling payrolls on the computer. And it did all its growth through acquisition and very little fresh startup, but through acquisition. They put their nice buildings up and then there they are.

So I say there's a segment of the population in the data centers that are still doing well, but I would say probably remote processing is a dead horse and data centers as we know them are slow growth - not very big except for a few companies.

Haigh: And tied to the traditional data center business, I noticed and I can only assume that it was aborted at some point, that on the ADAPSO letterhead in 1972, 1973, that the data facility management section shows up.

Dreyer: Oh, yes, I forgot about that. I'm glad you are reminding me of those things. Do you remember the name?

Haigh: Of the person that would have been involved with it? No. I know it's a business that Ross Perot was in [EDS] and he was involved with ADAPSO, but it's probably someone less famous.

Dreyer: There weren't too many companies doing what he was doing as successfully as he was doing it at the time. But that doesn't exist anymore. I think the context of the industry has changed. I mean, if I went back to ADAPSO today and sat down with its Executive Director we would be talking about two different worlds; a different business than existed when I was the man there. The industry has changed and constantly changes. Tomorrow there will be more changes when he leaves - that's the nature of the computer industry.

Haigh: Do you remember anything about the facilities management firms?

Dreyer: No, I don't really, to tell you the truth – except for Ross Perot's company; he was the dominant feature.

Haigh: I imagine that they would have finished up being in the data center section.

Dreyer: Or remote processing. Comshare was a big, burgeoning remote processing company back in the late 1960s and early 1970s. And today, if you ask what Comshare does, they're a software company. So the context of companies has changed dramatically. If you read off a list of a dozen companies that I would have said were data centers or remote processing companies 15 years ago, they wouldn't be in that business today – a good portion of them wouldn't be in that business. The whole context of the business has changed.

Haigh: I know during the 1970s there were a couple of other kinds of firms that were becoming more important. With the rise of the minicomputers they would be companies making minicomputer software, and also turnkey vendors taking minicomputer systems and packaging them. Do you remember anything about them?

Dreyer: Yes, I remember there was a discussion on whether they were in the hardware business or in the software business or in the services business? And they were often a hybrid kind of structure. I don't remember them lasting very long in that context. I think they floated into one of the three sections that were around ADAPSO at that time.

Haigh: Did minicomputer software firms come to be an appreciable part of ADAPSO?

Dreyer: No.

Haigh: Do you know if there were other associations that they'd have joined?

Dreyer: The only ones I can think of would be hardware associations, but I don't recall any action. I'm trying to think of my friends over at CBEMA, which was the hardware association, I remember them talking about it. There were no great influxes into ADAPSO, no.

Microcomputer Software Companies

Haigh: You mentioned that ADAPSO wasn't terribly successful in attracting the microcomputer software firms.

Dreyer: Right.

Haigh: I know that there was actually a microcomputer software association section in the

early 1980s within ADAPSO, which was eventually merged back into the software industry association section in the late 1980s.

Dreyer: Yes, I think they set them up maybe a year or two before I left. There wasn't a great enthusiasm as I recall for them to be independent, but they were sort of insisting that they be separate. It made sense to them. I don't want to say it's an ego trip, but I think they felt they were identifiable separately from everything else. We had the same problem in the beginning with data centers and remote processing and software. Everybody wants their own. But I don't think they warranted their own section.

Haigh: So you think it would have been better if they'd been part of the regular software industry association section?

Dreyer: I think so. You can have all kinds of committees within the section. If you take the basic software title, you can subdivide that and ten companies will be here, ten companies there, five here, six here – go into your interest groups and instead of having a cumbersome bureaucratic system, you have a cohesive unit. You say: This is software and here are five units that make up the software section.

Haigh: Burt Grad has suggested to me that, in his view, the main reason that the microcomputer software section didn't become the major group for firms doing PC software was that it wasn't very aggressive in terms of taking legal action to prevent software piracy.

Dreyer: That was a pretty big issue - software piracy; it still is, obviously. And he felt that they didn't join because of SPA [Software Publishers Association].

Haigh: Well, I've seen some reference to this in the preserved archival materials. I believe that representatives of the microcomputer software section wanted ADAPSO as a whole to take firm legal action against people who, for example, were setting up software libraries and renting out, for a couple of dollars, a copy of the program. I know that's one of the issues that came up.

Dreyer: Yes, right.

Haigh: And I believe that ADAPSO did print some brochures and have some kind of "thou shalt not dupe" press campaign that was less aggressive in terms of legal action.

Dreyer: I do remember that now. And wrongly so. That's why this guy, Ken Wasch, became so effective. He addressed these issues. He went after all these things – particularly piracy. And he had many cases in the courts; not only did he get legal action – he got publicity that every association would die for. That brings members in. You're an activist organization and you do things

for your members. I think at that point that ADAPSO's plate was so full that they just felt that if they got involved in anything more they would explode. Our treasury would explode, our resources, our staff, our ability to cope with all these things. And they were concerned also that we'd be adding more lawyers to the organization and that it would become a law firm instead of an association whose major purpose was to educate and promote the industry. But I was always a firm believer: if you don't have issues, you don't have an association. And you have to address those current issues, and I made myself clear on that.

Haigh: But that sounds like a case in which the interests of the microcomputer software firms might diverge from the software industry association as a whole because, I don't believe, that piracy was ever a major concern for the mainframe software vendors.

Dreyer: No, it didn't seem to be. But I don't know why; it should have been. What protection would they have more than anybody else?

Haigh: Well, I imagine that the number of mainframe installations was so small in comparison, and they were being run by professionals under corporate control.

Dreyer: Oh, I see.

Haigh: So an individual might copy Lotus 1-2-3 from the guy sitting next to him or make a copy and run it at home. That's less of a threat with Mark IV or IMS or CICS.

Dreyer: Yes, I see that. That would not be a problem. But if you don't address the other guy's issues that are part of your overall industry, when your turn comes – they're going to turn away from you and not help you. And that's what an association does: it helps its people.

Haigh: So I think there's always been this trade-off between looking at the history of ADAPSO right back from the early days when they sat down in 1960 and trying to figure out whether university computer centers should be allowed to join or not. On the one hand trying to come up with a broad, inclusive kind of membership, but on the other hand, also keeping it narrow enough that there is a set of coherent concerns and issues that would unite all the members.

Dreyer: The thing is, if they had identified the association as a business league, and said our job is to protect the interests of a business league, people are in the business to make money as opposed to those that are professional society types – the people that operate the equipment or develop the software, as opposed to the corporations who have axes to grind with taxation and protection and issues of competition…. There was a difference between societies and business leagues and we were a business league. And when they came up in 1960, they should have separated that and therefore universities would not be eligible for full membership. They could

become associate members.

Proposed Merger with IIA

Haigh: And that's what they did. I know there were some other issues floating around in the late 1970s and early 1980s about what direction the association should take. One issue I know Rick Crandall felt strongly about was the proposed merger with the Information Industry Association. Do you remember anything about that?

Dreyer: That was Information Industry Association.

Haigh: I forget the person's name. I know it had firms like the Dow Jones Electronic Information Service, Lexis-Nexis – so it was the online content providers as distinct from the timesharing and remote processing firms

Dreyer: Crandall was in favor of it as I recall.

Haigh: Yes, Crandall believed in it, although in other areas he felt that the association was becoming too diffuse. In that area he felt the merger should have gone through and it didn't.

Dreyer: Bob Weissman was president of Dun & Bradstreet at the time and I remember going up to New York because I was an advocate of it, also. Of course, I had a different look at the thing as well. I'm looking at it from the standpoint of that my job is to develop the organization and build it. And also, if we look at information as what we're providing, software is information. Things that come off the computer are information. Things that come out of the communication networks are information. So we're in the information-producing business and that's how I rationalized it as being part of what we were talking about. And I remember going up to this company – I forget which one it was, maybe it was Dow Jones, and I tried to get them to join. I put on a dog & pony show for them and they didn't come in; they went to another association. I think we just lost out on that. But Dun & Bradstreet was a member for years. It wasn't divisive to have them in. In my definition, this industry was providing information; that was an important part of the business.

Haigh: So that was the merger that didn't happen. Can you remember why it didn't happen? Did some of the key members within the Information Industry Association not favor the merger?

Dreyer: I'm trying to remember exactly what it was. I think there was a problem of who would be in charge. I'm straining to think back there. I think it was a question of what powers they would have within the association and how it would relate to their membership. How would the dues be split up and different formats of organization structure, responsibilities, control, that kind of thing. That's why it didn't happen, to the best of my recollection.

Haigh: Reading through the annual reports, I noticed that sections are discussed quite a lot through the 1979 annual report. And then between 1979 and 1981, it talks much more about committees and the sections aren't mentioned, and then it starts talking again about sections in 1982. Is that just something about the annual report or does it reflect any actual formal change in sections and the way ADAPSO was structured?

Dreyer: No, I don't think it had anything to do with any formal change. I think it just had to do with emphasis at the time.

Haigh: So the sections continued to exist pretty much the same way throughout the whole period?

Dreyer: Oh, yes. I don't think there was any change.

Haigh: Is there anything else you can remember about this area or any different groups that did or didn't finish up by joining the association?

Dreyer: Well, the Ken Wasch group [SPA] was the most prominent one. That would have really put the organization on the map from the standpoint of the software companies.

Haigh: And was that called the Software Publishing Association?

Dreyer: Yes, SPA. I took that guy to lunch, too, and I tried my damnedest to get him to come on board. He said, "Yes, I'll come on board as Executive Director!" I said, "That would be nice." Oh, well. It was a sad thing because I knew if that group had come in, we would have had everybody in.

Formal Position Statements

Haigh: I also noticed that beginning, in the late 1960s, ADAPSO started issuing position statements on different issues. Can you remember how that process of formally adopting position statements started?

Dreyer: Well, this was all in the context of why we were moving to Washington, DC. We wanted to move to Washington, DC to become the voice of the computer services industry in regard to legislation, regulation and competition as it affects the industry. And if you don't take positions, you're just going to sit there and mouth nice words but never accomplish anything. So we decided that we'd put out positions. It would serve several purposes obviously. One was public issuances – that got us publicity, which in turn may have gotten us a few members. It made it easier to escalate the dues for the larger companies who were issue-oriented. It made it easier for us to make the decision to go to Washington and start bringing in more dollars. So position papers

became an integral part of the operation of the board. I remember some on banking; you had the Federal Home Loan Bank Board, software protection, a lot of them.

Haigh: The banks issue, I think, was the first time that ADAPSO began to make these public statements and also the first time it seriously investigated legal action.

Dreyer: Yes. And there's one issue of Computerworld - the headline was "Feisty ADAPSO" – which I loved! They threw it back at me when I was being interrogated in the court – saying something about feisty ADAPSO. I said - Well, that was just dramatic license that I took. But, yes, it was important that we do all these things certainly. The banks – well, that preceded even my arrival. Lautenberg and Goldstein and several others who were impacted by competition from the banks were already addressing that with Milt Wessel, and I just came in at that time and I just pushed it along as best I could and put resources on it so we'd be effective. We testified at the House Banking Committee. I remember Bernie Goldstein testified before Patton's committee at the time and we did well. We got good exposure there and we made some good points. And we even got the case to the Supreme Court. They have it in the law books when law students go to school.

Haigh: Yes, I have a friend who's a lawyer and we just got together and he asked what I was working on. I mentioned ADAPSO and he'd heard of it, which I was surprised by. He said they'd had a whole afternoon about the results of this legal precedent that was set in the Supreme Court.

Dreyer: The issue was the St. Paul National Bank taking advantage of the National Banking Act. And we lost at the Fifth District Court down in St. Louis. I forget which circuit, but it was St. Louis. We lost there; they threw the case back to the court and then we went to the Supreme Court and got to be heard. And they agreed with us, so the case went back on the merits. We never did pursue the case because it was moot at that particular juncture. We couldn't do anything - we knew we'd lose, but we made our case.

Haigh: I understand the specific issue had to do with ADAPSO's standing to sue as a trade association – whether it could claim that it was an injured party that had a right to seek legal redress.

Dreyer: Right, and that was upheld by the Supreme Court.

Influence of Milt Wessel

Haigh: You've mentioned before that Wessel was in place when you first got this job.

Dreyer: He was there before I was.

Haigh: You've spoken of him before as being a mentor to you. Can you talk more about that?

Dreyer: Milt was a wonderful personality and very exciting guy and a very knowledgeable and brilliant man. You'd just glean all the information from him. When I first came, he had me in his office and sat down with me and explained the different issues affecting the industry; he took me under his wing. He was very nice to me and we developed a friendship over a long period of 19 years together. It was a sad day when he died. He had a bad heart and knew he was going to die. It was unfortunate. In fact, I had lunch with him – we used to have Chinese lunches a lot – and I think a week later he passed away in his sleep. And that was a sad personal situation and sad for the industry, too, because we lost a good voice and certainly a person who could develop information and make it meaningful. He was good.

Haigh: So you learned about the computer industry from him?

Dreyer: Yes, basically, particularly the legal side of the industry - the impact on the industry in terms of the legal issues.

Haigh: Would you say that either directly, or through you, he had any particularly important influence on the way the association developed?

Dreyer: Oh, yes. I think he was a person who mattered. People asked him his opinions and he provided leadership. So when Rick Crandall asked him a question or Larry Schoenberg asked him a question or Frank Lautenberg asked him a question or I asked him a question – he would respond. And when Bob Weissman was chairman, we'd ask questions and we'd all get this solid information from him as to what we can and what we can't do and what we should do, and we shouldn't do, and how to go about it. He was trying to protect us, too. But I would say he was the philosopher of the industry.

Haigh: I know one of the things that he was very involved with was making sure that everybody in the association understood the ramifications of anti-trust law.

Dreyer: Oh, yes, absolutely. We were anti-trusted to death! And that was important because we didn't have enough lawyers to go to every meeting we attended. So if I went out to a Presidents' Roundtable and I start hearing them say certain things that are obviously inappropriate – I mean there are certain nuances that I don't know – I'm not a lawyer. They could be saying something that to me sounds innocuous and it could be very meaningful to a lawyer, but he briefed me on 6 or 7 crucial areas of anti-trust that I should be aware of with these guys in meetings. And he did that for the other staff members as well. So yes, he was not only the attorney to the board in the association, he was the attorney for us in the staff.

Haigh: And beyond that, can you think of some areas where there might have been discussion or debate within the association about what direction to take and his input might have steered you in a direction that you wouldn't have taken otherwise?

Dreyer: Milt and I, for some reason or another, were always on the same wave length! Almost from the get-go. So it wasn't a question of not knowing the kind of direction we wanted to set our sights on because I gleaned all the information from the leadership of the organization (primarily from the Board of Directors and a few that weren't on the Board that I had a high regard for).

This is sort of anecdotal – One time we felt that the Board was really not reading the agenda that we sent out for the Board meetings. This was, if you recall, when the South African problem was going on with apartheid. So Milt and I decided to put an item in there about taking a position on apartheid and that we shouldn't do business with South Africa. We put it in there. When we started the meeting, nobody said anything at the Board, and we knew, once again, nobody had read the agenda till they got there. So all of a sudden we get to item 9 and you hear this uproar from the Board: We can't take positions on things of that nature - that's not our issue. I said, "Well, even though we may like to take a position on it, we put it in there because we were very upset that we don't feel that you fellows are reading the agenda prior to coming to the board meeting. From now on read the agenda!" I personally felt that we shouldn't do business with them, but as a business league it was not appropriate to take a position on that kind of an issue.

Haigh: And did they start reading the agenda after that?

Dreyer: Oh, yes! They read the agenda.

Haigh: How did Wessel's role change after ADAPSO retained its own in-house lawyers and built up the legal department?

Dreyer: I would say his role changed in the sense that he supervised this as an in-house, out-house department head. He was on retainer and didn't work full time for the association; he wasn't an employee in that sense, but I put him in charge of the in-house staff. He was the man they'd go to for legal opinions and issues. When it came time to review, I had him review them first, for salary increases, etc.

Haigh: I do remember seeing in the minutes one incident of controversy where Wessel had been working as a director for some data processing firms; it seemed it was quite a big issue at the time and there was some controversy over whether he should stay as counsel or not. It was resolved by him giving up the outside directorships.

Dreyer: There was a fine line because he was not an employee of the association. He was a

partner in a law firm, and one of his clients was us, ADAPSO. He was also on the board of 2 or 3 other organizations that were competitors and in a sense he was privy to information from the Board – certain things that were going on, not things that were particularly affecting that company or any of the companies that were competitors, but things that might, from the outside, look a little bit dubious. And Milt was a very ethical guy, and not one to jeopardize any of his relationships with us, so he did give it up. But it was a short term issue. It would be the same thing if I had done it – I was privy to a lot of information.

Relationship with IBM

Haigh: We talked about the banks as the first major issue that ADAPSO faced. There were other issues, and one was its relationship with IBM. Can you talk about how that changed over time?

Dreyer: That was a love/hate relationship. They were nice people who came to our meetings, wonderful; we enjoyed their company and they were very smart and debonair and loveable little bears, but as we viewed them, they were anti-competitive to the industry. They were ADAPSO members, incidentally, associates. In the beginning they had a couple of guys for a period who were kind of abrasive and it rubbed some people the wrong way – trying to deal with them and resolve issues with them. In fact, I was looking at a picture, a group of us out in California. We attended a software meeting sponsored by IBM. Burt Grad's in it and a few other guys – about 25 of us. So they tried to establish a relationship with us through these meetings to show they weren't the ogres we were creating in our minds. It wasn't a question of them being ogres; it was a question of competitive issues. We really wanted them to unbundle; that was the key to the whole thing.

We finally took them to court and Milt was the attorney who argued the situation before Judge Edelstein in New York who recently died. Edelstein put a clamp order on us - nobody was to talk about it. He ruled against us on the issue. From there on, even though we lost, it seemed to change the direction that we were heading with IBM and unbundling did take place, as we all know, in 1969. It may not have been the breakup of IBM as we had wanted – six different companies. I'm not sure that would have been beneficial to the industry. We would have started with 6 companies worth about $10 billion each and you can only grow from there.

Haigh: Actually I think that the unbundling of hardware and software in 1969 was before the big anti-trust suit in the 1970s.

Dreyer: It was, yes.

Haigh: Some people have suggested that IBM did it to try and stave off the lawsuit, but then it happened anyway. I remember from Wessel's papers that one issue he was quite incensed about was when Control Data brought the suit in conjunction with the government and some other parties.

And then the IBM lawyers, after CDC settled, destroyed the computerized index with all the documents, which he believed was some kind of malpractice and he was firing off letters complaining and asking for the lawyers to be disciplined.

Dreyer: I remember that now. As you're saying it, it comes back to me. I think that we weren't satisfied with the unbundling because all it did was create a bigger company, or a potentially a bigger company, and the lawsuit would have created six giants. It was an issue that we had to resolve, and IBM now was in the software business, so they could join as a full member, which they did. So we collected $90,000 for our coffers. They were good citizen members; it's just that it was a competitive issue.

ADAPSO – the problem they had was that they were small companies in the main. Even our giants were small until we got IBM and EDS. And we had to find some way to stave off what we perceived as anti-competitive measures, whether it was from IBM, the Federal government, bank holding companies, or any other entities that could swallow us up – and the accountants too. So I don't know if it was a conscious strategy or not, but litigation and legislation were means that we tried to hold back the dawn to let the ADP's and the other independent companies grow from within and not be acquired or pushed out of the business. Because these giants could do that. That was why we addressed all of these issues. That was the underlying reason and that was our strategy.

Haigh: Do you remember differences of opinion within the ADAPSO membership about how best to deal with IBM?

Dreyer: Yes, there were several big conversations on that. Everybody felt they had to deal with IBM. Others weren't so sure about suing IBM or keeping them out of the organization as full members. But everybody knew that IBM was potentially a problem for us, and to me it became more apparent when they talked about breaking up IBM. I don't know what they were doing at that time... $80 billion a year, so you're talking about six companies of $12 billion or $13 billion each? Those are big companies already, before they even start, if they break them up. So all you're doing is getting six more giants to have attack you.

Haigh: I got the impression that during the 1980s the IBM issue resurfaced, but on the one hand there was some evidence they were trying to work more cooperatively with independent software vendors. There was also some controversy about rebundling, access to source code, and eventually their new PC products as well.

Dreyer: Right, there was. I'm trying to remember what happened. I think it just went away.

Haigh: By the way, Burt Grad was obviously an active member of ADAPSO. Did his involvement begin while he was working for IBM?

Dreyer: He was one of the guys involved from IBM - one of the nice guys! They were all nice; they were just doing their jobs. We knew what they were doing and we had to do our job. But IBM wasn't the only problem we had; we had several problems with trying to let this industry grow independently. It just wasn't IBM; IBM was only one issue. As you cited before, communication companies were problems; companies with deep pockets that were outside of the periphery of the industry were problems to us and wanted to get in there.

Accounting Firm Issues

Haigh: And one of those problem areas was the accounting firms?

Dreyer: Oh, yes, yes. We visited them. The issue as I viewed it was: if I'm being audited and you have a group of people selling software on one side (or professional services), and you have the professional auditing group on the other side coming in to do your audit, nobody says to you, "Tom, if you give us your software business, we're going to give you a good audit." But – you're thinking in your mind, "I may get a good audit if I give them my software business." I mean, it's only human nature. And that was what was happening in some cases – the accountants who were supposed to be independent picked up the phone and called the other side of the house and said, "You guys get up there and sell them some software!"

Haigh: Can you remember when that first became a concern? Was there any specific incident that sparked awareness?

Dreyer: I can't recall any particular time that it happened, but it was an ongoing thing that we knew was happening. We went to the AICPA; I remember going and attending meetings in New York at their headquarters and trying to get them to recognize that there was a conflict of interest here between the two sides of your house. Their ethics committee at the AICPA said, "No, we're clean; haven't done anything; we wouldn't do that."

And then the FASB rewrote the rules. But the rules were basically the same; it didn't prevent them from selling software and professional accounting services. So that just dragged on and dragged on and never was resolved, and it's come up again 30 years later. Isn't that amazing!? You needed an Enron to get this resolved.

Haigh: Yes, it's still very topical. I know some of the accounting firms eventually joined ADAPSO as members.

Dreyer: Yes.

Haigh: Can you remember anything about how that happened?

Dreyer: I think we decided that if it's legal for those guys to be in the business, they might as well be members of ADAPSO, and we went after them to become members. And then we used their money to fight them!

Haigh: In general, how involved would you personally have been in recruiting members by the late 1970s or early 1980s?

Dreyer: I was always involved at a close. We had staff to go out and set things up and they'd say, "We've got this breakfast set up, Jerry; you and Bernie go over and make a presentation." And I would be there. Or, I'd go one on one with the president of a company and talk to him. Depending on the business of a potential member, I would always use a member in that field to help us. They, of course, did it graciously.

Haigh: So that was a big part of your responsibilities?

Dreyer: One of the many. I wore several hats. Although I had people that did it – some people do the close and some people do the initial work. In the beginning I did everything. It was much easier in those days. But yes, membership always was the heart of the business. If you don't get the members in, and retain them, you're not going to have an association.

Haigh: Were there any cases where there were firms that wished to join and there was considerable controversy among the members over whether they should be allowed to or not?

Dreyer: Only in the early days. I think once we felt secure in ourselves, a lot less of that occurred. We were still trying to identify us as an industry within groups. I had no problem identifying us as an industry – from Day One I worked there. But once we got past that level, I don't think that it was a problem. The problems we cited with IBM, accountants - they were always there. Once it's declared a legal issue, they're absolved of any legal misdoing, they certainly qualify as members. You'd be in violation of law if you tried to keep them out, so you might as well encourage them to join. And a lot of them were very good members; we got good support from them.

The Image Committee

Haigh: One other issue – the role of the Image committee and associated subcommittees with Crandall and Maguire in bolstering awareness of the industry among Wall Street analysts and the business press.

Dreyer: I forgot one thing we did. We started a yearly meeting of analysts where we brought all these analysts in and got a panel – like a conference for analysts. That was an important thing, particularly if a company wanted to go public. And we did a good job with that and were very much

applauded for our efforts in that area. John Imlay and Bernie and several others, Rick Crandall, Bob Weissman, did a good job in those areas. John Imlay, during his tenure both as chairman and committee chairman of PR, did a solid job for us promoting the association. He was good. You had to enjoy him; he was the P.T. Barnum of the computer services industry. At a conference we had down in Florida, he had these lions come out on stage while he was giving a presentation!

Haigh: That's quite dramatic!

Dreyer: A little scary, too!

Haigh: I also heard that Larry Welke had some quite flamboyant stunts.

Dreyer: Oh, yes. Larry was a showman of the first order. Excellent marketing presenter. Very articulate, great sense of humor, one of my good buddies, absolutely. He and I worked together on many occasions on the international conferences as well as the domestic conferences. I enjoyed working with him very much. He is a very, very fine guy.

Haigh: What was the relationship between his "Million Dollar Awards" and ADAPSO?

Dreyer: There was no real relationship – it was the fact that a lot of the members got awards for selling software: $1 million, $5 million, $10 million – it went up as high as $25 million. He used to invite me to sit on the dais when they'd make the presentation. A lot of the ADAPSO members were recipients of the awards, and I think one of the reasons he invited me was that it gave me an opportunity to get some of the non-members that were getting these awards into the association, which we did. Larry, as I said, was a good backer of ADAPSO and certainly a good supporter of mine.

Haigh: So, informally, there was a lot of overlap in terms of the people involved, but formally ADAPSO wasn't a sponsor or otherwise directly involved?

Dreyer: No, we weren't - that was an ICP venture. It was an overlap only in terms of the people involved.

Increasing Political Involvement

Haigh: About the increasing role of political involvement in ADAPSO - trying to deal with Congress, the eventual move to Washington. Do you remember when ADAPSO hired its first lobbyist?

Dreyer: Yes. Olga wasn't really a lobbyist. She was more of an administrative lobbyist. We

utilized our members very extensively as being the front people for presentations. It was a matter of selection – getting the right people – which was partly my job to make sure we had the right people. Occasionally when somebody wasn't available, we'd go down and do it ourselves. But Olga Grkavac was the administrative lobbyist who brought the people together and got the programs going to make visits to the Hill and set things up. She came on board while I was there and I think she's retired now. She must have come on board around 1978-1980--somewhere in there. She was specifically brought on – again, the big companies were the time-sharing and remote processing companies – so she handled a lot of the communications lobbying. Can you check to see when she came on?

Haigh: I'll check my notes. It says 1979 was ADAPSO's first full year in Washington, so presumably at some point in 1978, the office would have been moved down there.

Dreyer: She probably came on in 1979 or 1980. I started hiring people when I got down there, and that was 1979. That's right, because I came down in November of 1978, I moved down, and then we opened the office right after that, so the beginning of 1979 I started interviewing for my research director, my government relations director, my PR director, my membership director and the lawyers.

Haigh: So that was quite a turning point then in terms of expansion of the staff.

Dreyer: Absolutely, that was the turning point of the organization to become a structure that could compete in the Washington arena.

Haigh: Other than outside counsel, Milt Wessel, did any other existing staff members move down with you?

Dreyer: Yes, Tom Farewell did. I believe Tom was the only one. The others didn't want to leave the area or were married and couldn't leave.

Haigh: But even after the transition to Washington, political efforts were still being handled very much by the actual volunteer members of the association?

Dreyer: Through the structure of the staff. The actual presentations were being mostly handled by the members, which made it more authentic.

Haigh: Do you know if that was unusual for a trade association at that point?

Dreyer: I don't think it's that unusual for members to come down to Washington to testify. I wanted it because it gave credibility. Staff people, they said, have an ax to grind. The only reason I

wanted to have the president's title in Washington was: Presidents like to talk to Presidents. That's why I said to the Board, "I think we should change the titles to Chairman of the Board and Chief Executive and President and COO. Because when I deal with Capital Hill, it's nice to say that I'm president of the organization. It's important - not just nice."

Haigh: In the annual report, I noticed that that title changed between 1980 and 1981. So in the 1980 report you were the Executive Vice President, and then in 1981 you had become the President. Do you think that change was successful in winning that kind of respect?

Dreyer: I think so. I got the doors open more readily than I had before. Maybe ADAPSO's name was more recognizable, too, because we had been down there a year or so.

Successful Lobbying Efforts

Haigh: Are there any issues you remember ADAPSO's lobbying having a particular effect in the 1980s?

Dreyer: We were instrumental in the communications acts that were passed. Success is measured in millimeters down in Washington. The fact that we got some things written into legislation that was put out in communications was a plus. You're never going to be totally satisfied because you're never going to totally win everything; there's always give and take in that arena. If you don't recognize that early, you get very frustrated. It's a matter of constant cultivation and repetition and seeing people and contributing to their PACs. That doesn't mean you get any legislation passed, but it gives you some entree into an office – that's all you can do. But I think the biggest thing that occurred besides the communications, the banking issues and software protection was the constant acceptance in Washington at the various departments that we went to and the various legislators we went to see. I think people did recognize that we had causes that were correct.

Haigh: How about Frank Lautenberg's election as a Senator?

Dreyer: We were very careful on that and I'm sure he was, too. We didn't want to give any appearance of anything but the straight forward relationship. I mean, I'd stop by his office to say hello because he was a friend of 15 years and his secretary was my first secretary in his office. He let me use his secretary while I was setting up my own headquarters. So we were very careful on that. We didn't want to have any relationship that could be questioned. He was friendly and we did have him as a speaker at conferences over the years when he was a Senator, but we never took advantage of going to his office to do anything for the industry.

Haigh: If there aren't any other issues that you remember as being particularly important

during this period, then it might be appropriate to follow on from that and talk about the personal contributions and relationships of some of the ADAPSO presidents over the years.

You'd said that when you were originally hired, you mentioned Frank Lautenberg and Bernie Goldstein as being particularly important in the association.

Dreyer: Well, these guys had been around before I even came on the scene, and they were very dedicated to the success of the organization. Frank, and particularly Bernie, gave a lot of their time and energy to issues that were starting to develop for the organization and they were very instrumental in moving things forward. I'm not sure if this is correct but I think Bernie was one of the guys who was instrumental in bringing Milt Wessel on board, which was a very good move for us. Frank gave credibility to the organization when he was president, because he came from one of the large companies, ADP. As I said before, I think he was doing about $6 million a year in those days and was a leader. Bernie – I think he was with Control Data Corporation at the time – and he bought their center which became United Data Centers and Bernie was very much instrumental in the banking issue particularly.

Haigh: And Goldstein stayed active in the association for a very long period.

Dreyer: Oh, yes, he was very much instrumental over the years. He was another mentor of mine and a good guy.

Haigh: What would you say you learned from him?

Dreyer: I think I learned a little bit about diplomacy – because sometimes I'd want to go up and punch one of these Congressmen in the nose – not very appropriate! He taught me patience and resilience and stick-to-itiveness and stay with it. He was very articulate and I hope a little bit rubbed off.

Haigh: As for Lautenberg, you've mentioned he brought some credibility as a president of one of the larger firms.

Dreyer: He was vice president of ADP at the time.

Haigh: You've mentioned he was involved in recruiting you and probably Wessel as well. Can you remember any other distinctive accomplishments he was involved with?

Dreyer: I think, in general, people like Bernie and Frank are not negative people - they're very supportive if you're involved with them. So in general their demeanor was one of a positive note in moving things forward if they felt it was appropriate. Both have that nature. They were enthusiastic

and that rubbed off – on me particularly – when they got enthusiastic about something. They were honest, direct people and motivated to make the association a first class operation. You couldn't help but get caught up in all that. So it isn't a question of were they good in communications or the bank issue; it was just a general tone of the times that they set for the organization. There's no question that they were involved in a lot of things that were there before I got there, but they moved forward when I got on board and Milt got on board.

Significant Early Members

Haigh: Were there any other people you remember being particularly active in the association when you first joined?

Dreyer: Yes, Sal Parisi was the outgoing president in 1966, because Frank became president in 1967. Sal also fell into that category. He was a very positive guy, aggressive, successful in his operation. We had people like Jack Roy from Cincinnati whose company was bought by ADP down the road a piece. He was also president. Crandall, Weissman, and there were some people --not everybody had a big name, but the presidents I served under were all very supportive. That's the best thing I'd ever want from anybody I have to work for is support. And they pretty much gave me a free hand to operate. I hope I never abused it – I don't think I did. But they were good people to work with, and almost every one of them – in fact I can't think of any that weren't supportive.

Haigh: You mentioned that after you'd been there a while you were playing some kind of role in seeing upcoming leaders and thinking they should be president one day. How did you go about exercising that kind of influence?

Dreyer: I have to give trade secrets. It's not hard - you have a nominating committee and you try to influence who's on the nominating committee. Sometimes you do and sometimes you don't. Once you do that you certainly can talk to them and say, "Hey, this person has done this and that; he's contributed time and energy to the organization. Any time I call him he's there and available for us. He's articulate; he's knowledgeable; he exhibits leadership qualities." I said - his time has come and we don't have good representation from the software group; we need somebody to be president from the software group. I don't try to be subtle. I don't do it blatantly, but I just talk to people about what our needs are as an organization and to perpetuate the organization you've got to have the right people. You can't have a Data Centers president every year as the president of the overall ADAPSO. Now that you've got two other sections, you've got to break it up a little bit. Within this group, I would say, "This guy shows leadership qualities; he's made contributions; he's served as chairman of committees; he's worked as a speaker; he's come to Washington for me" – all this kind of thing. Then I'd say, "This guy has a great personality and as a person to give testimony you've got to be fast on your feet and know how to smile and talk to people nicely." It seemed to work. I never had anybody reject anything that I suggested. My one disappointment was not seeing Larry Welke elevated to ADAPSO president. He would have presented a positive image. But

unfortunately, he was an associate member and didn't qualify.

Haigh: So it was primarily a case of working informally with the nominating committee?

Dreyer: Yes, and others in a leadership role.

Haigh: Were there any cases where a president would be elected and come up with a policy that you didn't agree with but couldn't talk him out of? Cases where you were asked to do something which would not have been your own choice?

Dreyer: In all the years I was with ADAPSO and with all the presidents, I can't honestly recall anybody asking me to do anything that I didn't think was in the best interests of the organization. There was never a question. I had pretty much a free hand to do what I believed was appropriate. As I said, you have to be chameleon like. Now, some presidents I knew would be great in the limelight, and instead of me making the quote, I'd have the chairman making the quote, you know? If a president was a little shy or didn't want to push himself to the forefront, I would take a stronger hand and do things that I normally wouldn't do. I just had to read what the person wanted to do and how he wanted to operate. But most of the presidents that I had or chairmen that I had were always consultative, supportive and worked with me as I worked with them.

Haigh: So returning to specific individuals. One of the ADAPSO presidents unfortunately has died - Thomas J. O'Rourke of Tymshare.

Dreyer: Beautiful guy. T.J. – well, he and I would have conversations when he was president or chairman – he'd be out in California with Tymshare and I'd be in Washington and we'd talk 15 or 20 minutes 2 or 3 times a month and get all our work done. He was a very strong leader for the timesharing group. He promoted their needs very strongly on the Board of Directors. He didn't exactly threaten the Board, but he'd tell them, "Either we get money for our needs in communications and legal or there's trouble!"

Haigh: Would you say he's the individual most responsible for the creation of the time-sharing section?

Dreyer: Certainly one of the guys. There was a guy up at Buffalo Graphics – I forget his name – but he was also one of the leaders. I don't know where he is now; he left shortly after. But I would say Tom was certainly one of the creators. Very much a leader of the group when he was there.

Haigh: How was his time as president of the association as a whole? Did he have any particularly distinctive ideas or initiatives for the direction of ADAPSO itself?

Dreyer: I think his direction was the need to fight the issues created by the remote processing industry. I don't think he paid too much attention to the overall needs that software and datacenters had. He sort of let them go where their needs were and stuck with his area. I wouldn't say he was expansive in that area.

Haigh: I'll show you the list of presidents over the years.

Dreyer: Lenny Palmer was a good data center man. He operated computer service centers which were in several locations. This group here – starting with Frank Lautenberg and Lenny and Jack Roy and Bernie Goldstein, were really conscious of the banking competitive issues. That was their contribution, mainly. And Jack's company in Cincinnati was acquired by Frank's company: Automatic Data Processing. Tom, as I said, was more involved with the time-sharing element. Then we get to Olson, Weissbergh and Pfeiffer. And there you've got 3 guys who were all data center oriented. One of the big things they were helpful in was setting up these Presidents' Roundtables, the concept of them, and getting good programs particularly for conferences for that element of the industry.

Haigh: I know in the earliest days, banking was the first big issue, but by this point - the mid-1970s, can you remember the biggest issues they'd be hashing out at these Presidents' Roundtables?

Dreyer: How to survive! How to run a good business so that you can make money. Put yourself in their position – most of these people like Olson, Weissbergh, Pfeiffer, Jack Roy until he was acquired – were all from individually owned companies. They were not part of anything. One of the issues they had was – how do I grow, either externally or internally – preferably internally. Pfeiffer was from a division of A.O. Smith Corporation so he wasn't in that context. But Olson and Weissbergh were in that context of wanting to grow their corporations from small companies. Lou Pfeiffer came from a large company and he was an interesting guy. He was very good for me in terms of marketing; that was his forte at his company and he was very helpful in giving me some suggestions on how to develop some marketing programs for membership development.

Then of course there was Rick Crandall. Comshare was originally a timesharing company that Bob Guise was president of, and then Rick came in – I think the day after he graduated from Michigan University. He worked at the company while he was going to school there. I think he was 24 years old when I first met him back then. Rick was all over. He was into banks, accountants, all competitive issues, communications issues. He was interested in the international area and supportive of the international set up that we had for the conferences.

Haigh: Crandall was also involved with strategic planning.

Dreyer: Oh, I'm sorry, yes, he was very big on strategic planning. I forgot those meetings we

had at John Imlay's place down in South Carolina on the ocean. That's right. Rick was very good at planning. We developed 2, 3 or 4 years in a row some wonderful strategic plans for the growth of the organization. How could I forget that? That was very instrumental in the direction we took at that time.

Haigh: Can you remember tangible differences that having those plans made in the way that you developed the association?

Dreyer: I think it formalized how we were developing the association. It took the bootstrapping out of the way we planned. That was the major difference. But we were doing a lot of the things that came up within the plan, and we modified the plan and adjusted it as we went along. We had a basic plan and then each year we would add some, delete some, and make some notable changes. But the strategic planning was something we didn't do from the overall picture until Rick came on the scene. He was the father of that one. I mean, I did some strategic planning for the staff, internally. How we would grow the staff and how we would operate and try to tie it into what we came up with the committees. I remember John Imlay was on it and Rick and Frank Lautenberg – I can't remember everybody else who was there on the committee, but they were good people and we came up with some interesting ideas.

Then of course, John Imlay, we went through his resume and the wonderful job that he did. John was responsible for the marketing of the organization - one of his strong points, and his coming up with the words "Information Technology" to sell the group to the world as an association.

Haigh: MSA was primarily involved in consulting, wasn't it?

Dreyer: I think they had some products, too. [Editor's note: MSA became primarily a products company.]

Haigh: So would he have been the first president to have a consulting and products background?

Dreyer: I think so.

Haigh: Did that make any difference in the way he saw the association or what his priorities were?

Dreyer: I don't think so. John was very ecumenical and he took in the big picture – what the total needs were of the organization. He was interested in accounting and very concerned about that problem, but so was everybody else. But I don't think he emphasized anything different than we had in the past. However, his strength was in marketing and public relations – he did a great job

with the press and financial communities.

Buck Blankenship was an old data processing guy. He was from Data Processing of the South and a very fine gentleman and a very low key president or chairman; he was a very supportive and a nice man. The things that were going on at the time, he was involved with but he was very low key. Buck was not a dramatic type, but solid and well respected.

Bob Weissman was a very professional manager, a super guy and he had a great sense of humor. In his home he used to have all these jokes on tapes.

Haigh: Audio tapes?

Dreyer: I guess they were audio tapes. And he and Tom Farewell used to call each other periodically and exchange jokes. Tom died several years... a lot of years ago. Time slips by on us. But Bob was very instrumental in the international area. He helped very much to promote that and also promote the organization in general; he was very supportive also.

And Larry Schoenberg was the first professional services chairman of ADAPSO and a very smart guy. I would say he was a Mensa. Very sharp guy, knew a lot about many different things. He was very helpful to me; he came up with some very good tips and thoughts on a variety of things and he was a very good speaker and gave some good presentations for the organization. I think overall our elected heads provided substance and a professional image.

Haigh: What committees or groups within ADAPSO had Larry Schoenberg been most involved in?

Dreyer: A lot of the software activities and also the Presidents' Roundtable, and he spoke at conferences. A lot of these guys didn't necessarily participate in committees as chairmen.

Haigh: Larry Schoenberg was vice president of the software industry association in 1978. He was on the membership committee.

Dreyer: Yes, he was one of the guys I called on to go to breakfast.

Haigh: He was treasurer in 1979, software industry association in 1979, VP for Administrative and Self-Development Research, Vice Chair of the board in 1981, Chair of the Board and CEO in 1982. Then he was director for a number of years. Actually his claim to fame, I think Burt Grad mentioned, is having been chair of the most different sections. So he was chair of the software industry association, the information systems integration section, president in 1989, after you left.

Dreyer: I was having trouble defining which hat he was wearing!

Haigh: I think you're right – he was active in a number of different areas. You said he had some good ideas for the association, tips for you while he was chair. Can you remember what any of them were?

Dreyer: Yes, he would sort of have focus on certain things. He created focus for me on issues and on implementation of those issues. It wasn't anything specific; it was just a general look at how I approached things, which was very good. I learned a lot that way. Because you go along and you think you're doing everything right, and sometimes it's hard for you to step back and look at yourself because there's nobody to say, "Well, yes, but you keep seeing the same image." So you've got to change a few things.

Haigh: Back to the list. After Schoenberg we have Fred S. Lafer.

Dreyer: Yes, Fred was the VP and general counsel for ADP and he was very instrumental in the banking issues and also the remote processing issues, communications. Data processing was involved in both areas. He was a good man. I'm over-using the good man thing, but they were all good men. Very sharp, very smart, very supportive and just good people.

Haigh: These last two I know very little about.

Dreyer: Doug Altenbern, he's also from Tennessee and Art Kramer is from the Philadelphia area. Art was an accountant and was chairman of a couple of committees; I can't recall which ones they were. And Doug was also a data center services operator down in his neck of the woods in Tennessee. But you can see what the pattern is here – getting data center people involved and getting different sections involved in the top job. Some of them have a different perspective and some of them don't have the time, really, to devote too much time to the ADAPSO organization. They're trying to run their own businesses and survive and grow and do the things they have to in order to be successful.

So we had a strong staff, good people. They complemented and supplemented and sometimes led where they had to in terms of getting a lot of things done.

Haigh: So those are obviously the people who played a major role as presidents of the association. Are there any other individuals from this period through the 1970s and early 1980s who you remember being important but never became president?

Dreyer: Burt Grad is one who sticks in my mind. I guess if I'd stayed there long enough, I'd have had him chair.

Haigh: What do you remember Burt's particular roles to be?

Dreyer: Burt was a behind the scenes kind of man. He was thoughtful in his thinking; he didn't jump at anything; he thought things out rationally and ameliorated some problems that existed within the software group that sometimes could be detrimental to the overall organization. Burt was a hardworking committee guy and section board member. But he was instrumental in certainly staving off some problems I'm aware of that could have occurred if he hadn't been there.

Haigh: Do you want to say what they were?

Dreyer: Well, the fact that we talked about earlier - that some people didn't want to be part of ADAPSO. I think that was a problem and certainly people like Schoenberg and Burt helped in that area, which was important as far as the association was concerned. And he was helpful in getting some people together in terms of conferences and seminars. He seems aggressive but he's low key when he's doing things.

Haigh: Any other individuals?

Dreyer: Oh, there's people like Dave Sherman who was an attorney for GEIS. He was on the remote processing services section and he was on the ADAPSO board for several years. Another thoughtful type of guy, who'd think through rationally. I think most lawyers think that way. He was very supportive and helpful, just in general, in putting issues on the table and discussing them thoroughly. And then Mitch Kapor. He was only on the board for one or two years.

Haigh: And he would have come out of the micro computer section?

Dreyer: Yes. He was then at Lotus 1-2-3, I believe. I think he's very involved in politics up in the Boston area now. He's not active in Lotus anymore. It was a short term relationship, but he was one of those guys who was young and alive, vibrant. He made us all feel old on the board when he came on board. He was in his 20s, and then you realize that there's a new generation. That was stimulating in a sense. So from that point of view, it's too bad he couldn't stay on longer, but I remember him as being an interesting person. He didn't make much of a contribution at the time because he didn't stay there that long. His presence, although not thought of at the time, represented the beginning of the changing of the guard and program emphasis.

And then there was our friend from the west coast, a famous software man – you know I met him when he was 23 years old? You know who I'm talking about?

Haigh: Bill Gates. Yes, there's a picture of him looking incredibly young and gawky at an ADAPSO event. I think it's in the photographs at the Babbage. I believe it was printed earlier in a

25th anniversary booklet.

Dreyer: Well, I didn't know him very well. I met him on a couple of occasions. Again, another kind of guy you knew ... he may have been gawky and awkward looking, but you knew he had something to offer somewhere along the line and of course create some problems for some other companies and legal issues of competition later down the line. But it's like the accountants – shades of IBM for him.

Haigh: I know Microsoft was a member of the micro group.

Dreyer: Yes.

Haigh: Although I don't think Gates was the regular representative.

Dreyer: No, he wasn't. I forget who it was. It was a vice president somewhere down the line. But still, the company name on the membership list looks good. [Editor's note: Mike Maples was the Microsoft representative.]

Haigh: In those days Microsoft wasn't even the biggest microcomputer software firm - they were smaller than Lotus or Digital Research.

Dreyer: Yes, they were a small company. Then there was Ross Perot, whom I met on several occasions - a very dynamic, interesting man.

Haigh: There's a record of a speech that he gave at a meeting, I think about 1968.

Dreyer: Yes, he spoke in 1966 at the Shamrock Hotel in Houston and in 1967.

Haigh: I can check the actual date – at the end of the 1960s. Did he ever sit on any committees or play a role?

Dreyer: No, he never did. He just sort of gave a little credibility to us because his company joined and he spoke at our conferences. You need people like that, too. You know those people are not going to show up on a regular basis, but the company actively supports the program with key people.

Haigh: Here we are - 1967. He shows up as a vocal discussant in a conference session on other services that a service center can sell, and he boasts that his firm is just doing one business – we sell this one basic product and feel if we tried to sell consulting we would fail. Then he goes on about high standards and long term relationships. At the end he sounds kind of bossy. He tells

everyone, "I'd like to recommend you read the account of Tom Watson's life to ascertain how to be successful in the computer business." That was the June 15, 1967 Miami conference. That was the first reference I came across of him in the association's records.

Dreyer: I think he spoke after that in the 1970s, as he spoke in 1966 at the Shamrock in Houston.

Haigh: His firm was EDS? Was that a company member?

Dreyer: Yes, they were members. Everybody doesn't have to be on the Board of Directors to have impact on the association. Particularly when you're going after large companies, it's nice to be able to say – Well, EDS is a member and IBM's a member and people want to relate to those people. It's the same ilk. So that doesn't hurt the membership drive.

Haigh: You've mentioned the relationship with IBM and the big accounting firms. I think Arthur Andersen might have been the one that joined first.

Dreyer: I think that's correct.

Haigh: Then Microsoft, and how about Computer Associates? I know by the late 1970s they were already emerging as a major force.

Dreyer: They were members.

Haigh: Do you remember any particular controversy or incidents concerning them?

Dreyer: I had very little to do with them. I was kind of disappointed, this is a personal thing, in how they handled releasing people when they acquired a company. How they just emptied the desks and threw the people out ... it was kind of disconcerting to me to find that in our industry or any industry for that matter – to handle people that way. I've never met the principals of the company. I know it's spelled Wang, Charles Wang, but he pronounces his name as Wong. I've never met him. I don't know if he's still with the company or not.

Haigh: He was smart. I think he retired from day to day things around 2000, just before the period in which there's action being taken against them in terms of accounting irregularities. Then the long time #2, Sanjay Kumar, has just quit after being indicted. So there's a little turmoil.

Dreyer: I thought that only happens at Enron.

Haigh: There are specific legal issues that are quite narrow, so there's a good chance the firm

will survive largely intact. It's unfortunate from a historical point of view because along with firing all the support staff and developers and everybody else, I think they've also been up to trashing the historical records of the firm's they acquired.

So I imagine that would make them quite controversial among the membership, but you never were able to bring them on board as an active part of the association?

Dreyer: No, they were not an active participant. I think they joined for a couple of years and then dropped out. But you realize you can't have everybody, for one reason or another. It's maybe conflict between companies that are in the membership already. They're afraid they're going to reveal competitive secrets. In some cases it's rational, but in other cases it's irrational to think that way. We were very conscious of anti-trust law, thanks to our legal staff and Milt Wessel.

Haigh: So as you were trying to recruit companies, did you have cases where you were sitting down at breakfast with them and they're saying, well, it sounds interesting, but you know, we're worried that these key competitors of ours are already on board and it might make issues for us.

Dreyer: And I just tried to thwart that by telling them that we've had members in the same competitive environment who have been together for years and actually learn from each other without revealing anything that's not supposed to be revealed. It depends on how you handle yourself in the situation. You are the monitor. But that hasn't always worked. People are funny. Some people are contributors and some people are takers. Some of these big companies that should have joined ADAPSO when we were fighting these battles and lend their support through monetary contributions through their dues let the other guy take it out of his pocket to fight the battles and made no contribution, and yet they're getting the benefit of what ADAPSO did. That always bothered me.

Haigh: The free riders. Any other firms that played important or controversial roles?

Dreyer: No. I'm sure there are and I can't think of them at this particular juncture.

Haigh: Was there any firm that you kept trying to recruit and were never quite able to land in the end?

Dreyer: I'm sure there were a lot that I tried to recruit but I didn't recruit for one reason or another. I was reading some statistics about associations. Believe it or not, less than a third of the companies in most industries of any significance have membership in their industry association – less than a third. And usually you find the very big companies are in there, but the majority are a lot smaller. So if you get a third, you are at least meeting the mark that's been established.

ADAPSO's Position on Revising Tax Rules

Haigh: This may have been after your time with the association, but at some point it became very controversial; this was the association's position on revising tax rules about who had to be counted as a true independent consultant and who would be viewed as an employee. And those rules were changed in ways to benefit larger firms at the expense of the smaller ones.

Dreyer: I was there when it started. I don't know if I was there when it finished.

Haigh: Do you remember anything about how that issue progressed within the association?

Dreyer: I think that organized companies looked at it as though these people are really moonlighting. And therefore were not bona fide in what they were doing. I don't think there was sympathy toward them. I don't remember. It was just getting started toward the end of my tenure there. What year do you have down for that?

Haigh: I don't think I will be able to retrieve the year easily. I know the issue came to a head with an amendment to a tax law that specifically said that the exemption for professional services people that exempts them from the test that you would ask of, say, a building contractor, does not apply to computer people. And that as the result of lobbying by the larger computer services firms this was specifically inserted in the legislation. My impression is that that may have been about 1988 that the legislation itself was amended.

Dreyer: Yes, I think I wasn't there when it happened. But I do remember it did start a few years earlier. And the feeling was, hey, you have no overhead. You're just one guy and you shouldn't be protected. That was pretty harsh, but I think that was the feeling at the time.

Haigh: I believe that in the late 1980s and 1990s this played a role in hurting ADAPSO's attempts to attract the smaller firms. Because they saw that their dues money was being used to squeeze them out of business.

Dreyer: I think that would hurt membership since this is basically a small business industry.

Haigh: So that was already emerging before you left.

Dreyer: Yes, that was already started. I remember that issue. Membership was not too receptive.

International Focus

Haigh: You've also made a couple of allusions to making ADAPSO more of an international organization and the international congresses. That's not something I know a whole lot about. So can you describe what they were for, how they came to be?

Dreyer: Okay. There are counterpart associations of the computer services industry over in Europe. Italy has a strong one. England probably was the strongest one over there.

Haigh: What's the English one called? Or was called?

Dreyer: I think it was CSA. Allen Benjamin was the executive director at the time, but that's many years ago. He's not there now, I'm sure. He was the impetus behind it. But Allen was at the time also interested in internationalizing the industry from his point of view, the European point of view or certainly the English point of view. I was interested from the US and so was Larry Welke. So Larry and I got ourselves onto a committee of international organizers. There was Allen, myself, Larry and several other Europeans on this committee. We went and met and decided that the first international meeting would be held in Barcelona. I think it was 1978 that it came off. And it was really successful. So we planned a second one in San Francisco two years later. And then there was a sequence of them. I don't know what happened after I left.

Haigh: What would the meetings themselves be like? Would there be a lot of trade exhibits?

Dreyer: There were some. A minimal amount of trade exhibits, but there were some. But mostly it would be ways to establish business interests to do business internationally. Technology updates, M&A comes up all the time – mergers and acquisitions. And just to establish relationships with the international arena.

Haigh: So are those the things that you thought would be the benefit of trade groups in different countries dealing with each other, that it would help companies to do business abroad.

Dreyer: Well, that was my goal, and certainly Larry's as well. And I think it was the people on the reverse side feeling about the US marketplace, too. I don't know if it really came off that way. I will say this. There was never any back-biting amongst the group. It was always very positive in terms of everybody's going to win. It's got to be a win-win situation. And I was on every committee, and Larry was also, for the next four or five of those meetings. So it worked very well from that standpoint. Now whether it worked out market-wise, I really don't know. I didn't see any great movement of companies or products or anything else coming out of the discussions that were held overseas. But it did establish some relationships, that it did. And there was an exchange of ideas and thoughts. Maybe I may have missed something – there may have been some acquisitions, I don't know. But I thought the fact that it is an international business, why shouldn't you have international meetings?

Haigh: Within the US, were there any trade groups that you had ties with? I think you already mentioned what used to be the CBEMA, the Computer Business Equipment Manufacturers Association.

Dreyer: CBEMA, yes. Ties were always loose. Also, CCIA. I would talk to the president of the association and have lunch with him and things of that nature. We talked about mergers, just to get a general feel of what the attitudes were or whether that type of merger would be compatible. It was kind of an interesting exercise. I also talked to Jack Biddle of CCIA, but he's dead now. CCIA was a competitor, a very strong competitor of ADAPSO. He was the one that was publishing all of those documents about IBM case. Jack Biddle wanted in the worst way to acquire ADAPSO and he and I had a confrontational relationship. Not so much me, but more him, because I wasn't acquiescing to what he wanted. And outside of that, the Software Publishers Association was also sort of confrontational because they wanted us and we wanted to acquire them. At least I did, anyway.

Haigh: So there were a couple of other groups around the software area. Hardware you saw as being more a complementary area. Did you ever have any contact with the computer-related professional or academic associations, like DPMA and AICM?

Dreyer: Yes. I did. I got some ideas and thoughts about programs to be used for our activities. I spoke to people at DPMA and I spoke to the IEEE and a few other groups and professional societies. I gave a couple of presentations at universities to their computer groups just to talk about the computer services industry. Outside of that, our plate was so full it was pretty easy to spread yourself too thin. But we did whatever was humanly possible to get our name out there.

Haigh: I did see a reference in the ADAPSO materials to the establishment of Canadian ADAPSO, CADAPSO. I think it was 1972. Do you remember what happened to that?

Dreyer: Nothing. I'm trying to think.

Haigh: It had 16 members by 1972. And it also had 16 members in 1971.

Dreyer: I don't think it took off, quite frankly. I'm pretty sure it's not in existence.

Haigh: I know Canadians had been part of the original association; maybe it just got merged back in.

Dreyer: That's possible. I just don't recall what happened to it. I'm sure I probably tried to acquire it. But I don't think anything happened with it. But they were part of the group internationally at the first conference. CADAPSO was one of the groups that put on the meeting in Europe.

Haigh: Are there any substantive issues like with banks and accounting firms and so on that we haven't talked about that you think were important? We've already talked about the banking, accounting, and IBM relationships. You mentioned accounting issues and I know there was a roundtable about those.

Additional Tax Issues

Dreyer: Well, tax issues were important in terms of personal property. They were extremely important, particularly for the software companies. And trying to define for the tax people what was the proper identification there. Was it tangible, was it intangible, is it the encasement of $27.00 that's taxable, or is it the millions of dollars of research that went into the development of this program?

Haigh: I saw from the records that this emerged as an issue quite early on when some states tried to start taxing software. It seems like it remained an issue for quite a while. I think originally it was an issue when all different states started doing their own thing. And then the time-sharing people were concerned about taxes on information services. Then there was also the issue of the tax treatment of software assets, that at least at some point you could capitalize it if you bought a software firm, but not if you developed it in house.

Dreyer: Well, we concentrated on California. California was the hotbed for tax. And we figured if we could win in California on whatever the issue was, we would get the others to soften whatever they were coming up with. So we spent some money out there and spent some time out there in California at their legislature. But those were issues and probably still are today. It's never really been resolved, as the accounting thing hasn't been resolved, as we see at Enron.

Haigh: So the tax issue was as important as these other issues concerning banks and accounting? It was up there with those others?

Dreyer: It depended on who you were. If you were a Data Center, you had a different outlook on taxes on software. Because you didn't really have any, leasing it or purchasing it outright. But if you were a software company, you certainly had personal property and software protection. All those issues are all related. Protection of software, taxation of software and the things that you just mentioned. So it depends again on where you're seated around the table.

Haigh: So tax would have been an issue primarily for the Software Industry Association section.

Dreyer: I always saw it coming out of there, mostly, yes. Not that it wasn't an important issue. It was an important issue and it had to be resolved and it never got resolved. It will never get

resolved as long as states need money.

Haigh: I would imagine also that software itself changed. You can make a case that a large mainframe package that's all tied up with services isn't an asset, but then when you start selling software for $20 in Wal-Mart then it's hard to say that you shouldn't have to pay sales tax on that.

Dreyer: I agree with that. The method of delivery is important, certainly. And the communications issues were extremely important, particularly to the Remote Processing Group. Time-sharing to me is the dinosaur today. I don't know too many people that do it. I'm not sure I know anybody any more.

Haigh: Well, it depends on how you view it. The idea of renting access to online applications actually has become very fashionable again. They call it being an "application service provider." And then if you think about the kinds of networks that firms like Tymshare built up and obviously with the Internet, all that is very big business today.

Dreyer: Well, networks are important. Absolutely. And that was where they should have made their direction, I think. There was money to be made in that aspect of it.

Haigh: Any other major issues?

Dreyer: The government's intrusion into the marketplace was an issue, certainly. The Federal Home Loan Bank Board being allowed to have six of its units offer data processing services to their customers. That was abrogated vis a vis some litigation. And they were told to terminate that. But you never think of your own government competing against you in the private sector. That was very difficult to swallow and we didn't. We went after that. The Carterphone case back in 1972 or so, somewhere in that vicinity. The foreign attachment to communications allowed to be the telephone, established the new communication industry. That was an important one. But that was resolved.

Haigh: And there were a whole series of FCC reviews and hearings and gradual deregulation. That stretched well into the 1980s. Computer 1 and Computer 2.

Dreyer: A new issue would come up almost every year. It's something interesting. When I was talking to people when I first took the job at ADAPSO, we didn't intend to keep this association going on forever. It was formed for a purpose for a period of time. But like topsy, it grew. And most associations grow that way. There's always a new issue to be addressed, whether it's staff-driven or member-driven. It doesn't matter. It just happens. And therefore all of a sudden you've got a major trade association operating in your industry.

Haigh: So how effective do you think ADAPSO was at influencing those telecommunications

hearings and deregulation policy issues? Did it get its point heard effectively?

Dreyer: I think they were heard. ADAPSO wasn't always the powerful, strong organization it became. It was a fledgling; it wasn't fledgling in terms of its longevity, but it was a fledgling in terms of its being an association in Washington and had minimum dollars to expend on that. So, we got in a victory. It certainly wasn't exactly pathetic, but it wasn't a great victory. We did get some watered-down legislation, but not monumental. As in banking, a lot of our legislative and legal approaches to things were strategies to deter organizations from getting into the business too fast. We knew that it would be pretty difficult to stop, unless they were totally illegal, in violation of every law that one knows. Every regulated business and the government departments had a computer or access to software development so they would want to be in the business as an auxiliary to their main business. So what we did, I think, was help the industry grow and survive. I'll reverse that – survive and grow. So I think that the impact of whatever legislation you're talking about, whether it be communications or banking or anything else. Although these people got into the business, but stop and think – we addressed these issues for 10-15 years, which allowed ADP to stay and maintain its independence as an individual company. Otherwise it would have been probably picked up by Citibank in New York.

Haigh: So the issue of timing is very important. Just delaying something for a couple of years, then all the other circumstances around it might change during the interval.

Dreyer: Certainly it strengthened the ability for these companies to survive and some of them thrive, with an independent and viable industry continuing.

Leadership Style

Haigh: In general, how would you describe your personality and leadership style? What difference do you think that made to the development of the association?

Dreyer: That's a tough question for me to answer. I think that the fact that I was so well received gave me a lot of confidence to help the industry move forward. Fortunately, I picked the right people to further the issues that we were addressing for development and to get the wonderful staff together and to have an attorney such as Milt Wessel with his competence and ability at my side for consultation and help. It isn't every day you have significant people like the ones I've mentioned and others that I haven't mentioned to assist you with their thinking and being able myself to read the tenor of the time and the tone of what was expected of the membership and to look down the path a little bit to see what problems we would run into if we did this. And that was a lot to do with the strategic planning that Rick Crandall came up with. And to be able to tell the world through John Imlay and my public relations staff things that we were doing to help these members keep moving forward. So I think if I had to sum up my own strongest point, one, I didn't have a big ego. Everybody has an ego, but I didn't have a big ego. I was happy when these people did well.

And I was happy to give credit to the people out there and to my staff. And I think I had a personality that didn't require me to be patted on the head and the back all the time. But I would react in a positive manner to whatever was needed to be done and to get it done as long as the people wanted me to serve in the organization. It's hard to really describe what my leadership qualities were. I know I got the job done. The results are there. So I must have done something right. Sometimes it's hard to put it into words. What did you do when the lights went out, Grandpa? As I say, I got the job done. And I don't think I made too many enemies on the way. I may have made a few outside, which doesn't really bother me. I think I got along fine with the people that I really cared about and liked in the organization, which was almost everybody.

Haigh: Were there any occasions where you made one decision and you think that if somebody else had been in charge they could have easily made another decision and taken something in another way?

Dreyer: Not really, because if I had made a decision away from the direction that we were going and that the board wanted and the members wanted, I would be doing it for me and not the organization. That's why I said the ability to read what's going on is an important key to my success, and the ability to carry it out is important. I'm sure I made mistakes along the way. Everybody does. But the organization didn't break up because of what I did.

Haigh: So you see the decisions that you made then as having been pretty much inevitable, that that was the way things were going, that was the way that feeling among the membership was developing, and if you'd done something different they'd have come along and sorted you out sooner or later anyway.

Dreyer: If I had been a technologist, I might have looked at things differently. But I wasn't. Which was in some ways a benefit. I wasn't hung up on the technology of the industry. I was concerned with the success of the companies, the management of the companies, the management of the association, the direction we were heading to make sure we were a successful industry. And the technology was there and I recognized that in the future it would change; everything changes. It would either get better or worse or whatever; it would change. So I didn't feel that there was a problem in the direction we were moving. I knew my job was to make sure that the industry succeeded. Whatever I could do to make it succeed – whether it be somebody merging with somebody – whether it was somebody getting some business somewhere and being profitable. That was up to the individual companies. My job was to create an atmosphere for it to happen for the industry. And when somebody said we've got to address the banking issue, I didn't resist that at all when I first came on. I could see that could be a problem and I understand that if somebody potentially is operating against the one bank holding company or the National Banking Act, we have to address it and we have to go after it. I like being feisty. That's what we were in many instances, but it was done for a reason. It wasn't done just to make headlines. It was done to protect the industry and to allow it to move forward. Same thing with IBM, addressing those issues.

Same thing with addressing the accountants. We had nothing personal against those people. It was just a matter of survival and growth for us.

Accomplishments and Regrets

Haigh: So what accomplishments within ADAPSO do you think you are most proud of?

Dreyer: It's still in existence. I think personally the happiest moment I had there was when we opened up the international conferences, the congresses around the world. We opened the industry to the world. That was, I felt, great. And the fact that we were able to survive a significant period of anti-competitive measures against the industry – and there were some cases what we would consider illegal issues against the industry. The fact that we were able to survive those in the main ... some companies went down the tubes, unfortunately, but the majority of them either merged and survived or moved forward like an ADP and grew. And I feel I contributed somewhat to that success, with the help of a lot of people.

Haigh: What would you say your biggest regret, if any, is about in your time with ADAPSO?

Dreyer: That's interesting. I never thought I had regrets when I was in ADAPSO. Well, losing any battle was always a big regret. When you really feel about the issue. I felt bad, very bad, about the fact that I never could get the software group totally in the corner of ADAPSO. That was probably my biggest regret. There were a lot of them that were very favorable to ADAPSO and really felt strongly toward the organization. But there were too many opportunities out there that we couldn't bring to fruition for one reason or another. And that always bothered me as a problem. And the fact that the other one I was very upset, again in the software area, was that we didn't take in that segment of the software business that everybody looked down at, the games people. That would have solidified us, I think, significantly. Because it would have brought everybody else into the total picture. But you can't always have the lollipop. Anything else? No, I enjoyed my career at ADAPSO and had a wonderful bunch of people to work with on the staff, a wonderful bunch of volunteers that I considered fine people. The only regret I have – it went too fast.

Haigh: I don't know if there's anything you want to say about leaving ADAPSO.

Dreyer: Well, my father had died that year. And I was very, very down in the dumps. And I had been thinking about leaving ADAPSO for a while. I had been there 19 years and I always expressed the opinion that nobody should be in charge of anything more than ten years. It seemed like an opportune time to just go and leave. So I just left at that particular juncture.

Haigh: How did your career develop afterwards?

Life After ADAPSO

Dreyer: Well, I took some money and invested it in Federal Sources Inc., which was in procurement, federal government contracts. And I spent a year there, but I found that I didn't particularly like it. I was so attuned to association management. This was the private sector, so to speak. It was interesting and I learned something about dealing with the federal government, as far as contracts are concerned, but it wasn't my forte. So then I left there and I went to the Electronic Data Interchange Association, EDIA, and I was the president and chief executive officer from 1988 to 1992. That was an interesting one because it was tied into computers and it was the elimination of paper, which we had all talked about for years. Let's eliminate paper! And the more I went and visited the committees at the EDIA, the more paper I found. But this was basically for the transportation industry. They were trying to use the computer to do all their record keeping, billing – everything that was associated with the management of transportation. And they were primarily involved with standards and they wanted to transform themselves into more general trade association. And I was very good at that. So I signed on for a three-year period and I made them into a general trade association with education, research, many of the things that I had done at ADAPSO.

Haigh: Was that for the transportation industry? Or was it an association for companies in any industry that was interested in EDI?

Dreyer: It was any industry, but it was started by the transportation industry, including the railroad industry.

Haigh: And it broadened to include companies in other industries? But the unifying thing was still an interest in EDI?

Dreyer: Yes, EDI was the key. And everybody wants to get rid of paper and move their information faster.

Haigh: Did auto industry companies join?

Dreyer: No, we didn't have any auto companies in this. But they had been focusing on just developing standards for this thing. And that's only one aspect of an association. We started doing lobbying, we started doing research programs, education programs, seminar programs, printed documents, and had people write books for us on EDI. So that was exciting. Three years and then I decided to retire and play golf. And I said after a year, that doesn't feel good. I was always in love with the printing business, and so I decided to buy a printing company. So I bought a Minuteman Press, a franchise, outside of Washington, D.C. And I operated that for five years. And then I developed some cancer and had it taken care of and I decided that's about it. I decided to retire, which I did. So now I'm a man of leisure who likes to do this kind of thing. But it was fun. My whole

career.

Haigh: Did you keep in touch with ADAPSO at all after you left?

Dreyer: Not really. With some people I did. I didn't keep in touch until that meeting which I was invited to. I hadn't seen a lot of the guys in years, except for some of the staff and a couple of the members.

Haigh: You don't have much of a sense of what happened to it afterwards?

Dreyer: No, I really don't. In a way, I'm glad I don't because two things come to mind: I hope they did well and I'm sure they took a different direction because things have changed, particularly in high tech areas; and the other thing is it was a lot of fun seeing some of the old people when I went to the meeting last year – it was nice and I was glad to see most of them were still living.

Haigh: It occurs to me you may have remembered a bit more about some people that we should have mentioned – the other ADAPSO staff members. You've mentioned Tom Farewell's name a couple of times. You said he's dead now.

Dreyer: Yes, he died about 10 years ago now. Maybe even more. He was with me when I was in New Jersey.

Haigh: He moved down to Washington. What was it you said that he was most involved with?

Dreyer: The education programs. I made him vice president. He was my number two. He did some other things, but primarily education. And he worked with the software industry group within the association, which was a handful to do in the beginning – he did real well. Tom was an interesting guy, a fun guy. He had a good personality and they liked him a lot. He was the perfect guy to assign to that group. And he was a good worker and very helpful to them and to me.

Haigh: The in-house legal staff. Ron Palenski.

Dreyer: Ron Palenski became general counsel after Milt passed away. Mike Nugent, who had been our first selection of attorneys, went to work for Citibank up in New York. I don't know if he's still there or not. I haven't seen Mike in years. I had dinner with Ron before I came up to Pittsburgh last year and he's a partner in some law firm now. Good lawyer, very good lawyer, excellent lawyer. Very good on researching his subject and presenting it. There was another woman we had as a lawyer; I forget her name. She didn't stay too long in ADAPSO, about a year. I mentioned Olga Grkavac, our person who dealt with government relations committee. And shame on me, Jerry, for not remembering everybody's name. But we had a director of research. She was a very lovely

woman and I kick myself for not being able to remember her name. She was petite. We'll come up with it, I'm sure...I do remember now – Julia Johnson.

Haigh: I don't have that. Any of the clerical or administrative staff who were particularly long-serving or effective?

Dreyer: They came in and out at that level. So I don't remember anyone standing out in my mind at that level. Do you have a list of the staff?

Haigh: No, it's probably in the annual reports in the archives. But I'm afraid I don't have copies of those.

Thanks, Jerry, then for taking time out for this 4-1/2 hour session and giving up a part of your weekend. It was a pleasure talking to you.