

The station broadcast the five low altitude “fly-bys” that Cincom had arranged and the unforgettable landing live on the radio station. Passengers were greeted with a big surprise at the airport—a grand reception, complete with food, fanfare and a performance by the Roger Bacon High School Marching Band. Needless to say, this big event generated much publicity for Cincom, and gave a tremendous thrill to tens of thousands of Cincinnatians.

When asked about the event, Nies told the *Cincinnati Post*, “Cincinnati has fueled Cincom’s growth from a central office to a worldwide company over a relatively short period of time. We are proud to share with Cincinnati this kind of high technology which is leading us into the 21st century.”



Tom Nies at Concorde
reception at the Greater
Cincinnati Northern
Kentucky International
Airport

PART FOUR

POSITIONING
FOR
PROGRESS

*There is an ancient superstition of the sea that,
inevitably, one wave comes along that is
greater than any that has preceded it.*

It is called the Ninth Wave.

There is no greater force.

*To catch the Ninth Wave at the critical moment
requires a special skill,*

timing your movements to mount it at its peak.

Today we see such a powerful wave in our future.

Our own Ninth Wave,

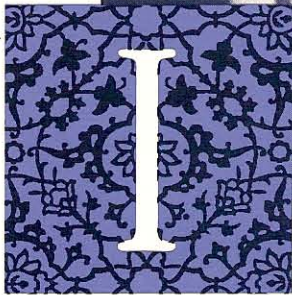
bringing with it significant change.

*To catch this Wave, this change,
we must prepare now.*

So that when it is our turn to respond,

we can catch the mighty Ninth

*with the best that is in us
and ride it all the way to the shore.*



In July 1987, Tom Nies returned to the helm of the company as President and CEO, and Cincom heightened its emphasis to respond successfully to the many changes that were buffeting American business' during the late '80s and early '90s. Nies made it clear that he was in no hurry to appoint a new president, although he announced upon resuming day-to-day leadership that he intended to eventually pass the torch to a Cincomer who, like many ambitious and talented individuals, had come up through the ranks over the years. As Nies told *InformationWEEK* in an interview in 1988, that person would be someone who demonstrates judgment and who cares about justice, qualities that embody the Cincom mystique. But meanwhile, Nies was back in the frontline role he knew so well. And Cincom was going to go in the only direction that mattered—forward. But as the first order of business in this process, Nies established the theme of “Return to Profitability Now.” Before Cincom could fully concentrate on revenue growth, it had to first focus on returning to the types of profitability which were so essential to fund growth.

A person's work
is a portrait of
oneself.

—Anonymous

By 1988, Cincom was well into what it calls “the transition years,” focusing its efforts into developing and marketing the new products upon which the future would be built. During this period, Cincom resumed its growth from a midsized software house to a larger company—one of the world’s largest privately held software firms—with a broad and strategic product line that included CASE tools,

computer-integrated manufacturing applications, UNIX offerings, and a push into office automation, as well as many new technologies in its traditional fields of DBMS and application development. It seemed the possibilities for growth were endless.

It was around this time that Cincom began to take a new look at how its business was structured. With major failures, mergers and acquisitions occurring almost daily in the software industry, Cincom’s management recognized the need to find new ways to make its business more responsive to a constantly changing and increasingly competitive environment and to significantly improve the necessary profit

performance as well. It was no longer practical to focus primarily on aggressively increasing revenue with too little emphasis on either costs or control. Like many companies, Cincom had to find ways to reduce operating costs and debts while maintaining growth to stay competitive in the marketplace. Now was the time to focus on doing things better, faster and more cost-effectively than ever

before. Once more Cincom was reminded that the best companies are most successful in continuously reinventing themselves. For Cincom, the process of corporate re-engineering was stressed in many

ways. Nies urged that quantum leaps, not mere incremental increases, must be the hallmark of the future. And he emphasized the goal of continually moving the company to its prime position—an optimal balance of flexibility and control.

The Net/Master sale and a concentrated effort to streamline management and

Cincom was going in the only direction that mattered—forward.



InformationWEEK

December 5, 1988

reduce operating expenses helped alleviate much of the bank debt the company had incurred during the preceding few years. These steps also helped trim millions of dollars in interest expenses. And, amid all these changes, Cincom still managed to increase its 1990 sales by \$7 million over 1989's results, the company's 22nd consecutive increase in annual revenues from ongoing operations. Moreover, thanks to the extraordinary efforts of Cincomers all over the world, the groundwork was being laid for Cincom to record, in fiscal year 1991, one of its largest single year operating profit improvements ever.

The perseverance of the last several years was beginning to produce the profit improvements called for when Nies had returned as president.

Restructuring and preparing for an integration of the company process along strategic business types was an important part of the progress toward the improved efficiency of operations which would provide these improvements. In addition,

there was the potential for achieving greater flexibility, better control, and still more delegation of responsibility, authority, and accountability. But it was only the beginning. Successfully meeting the market's growing needs called for a new way of doing business—an entirely new way of looking at how we serve clients and focus on products. It would also require a new way of viewing how

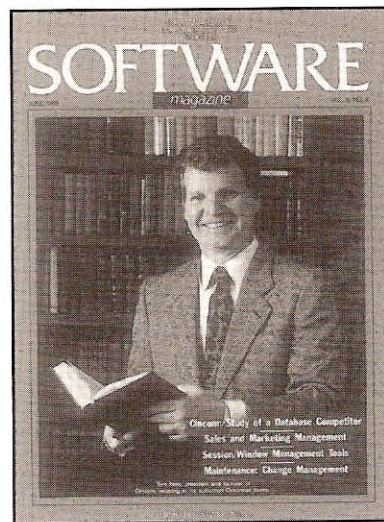
each Cincomer could contribute to the company's success, and how the empowerment and responsibility of each Cincomer could be increased.

The Move to Integrated Business Units

In 1989, the face of Cincom's operations was

changed dramatically. To further streamline operations and increase its product and client focus, Cincom established three Integrated Business Units (IBUs): the Application Development Technologies Division (ADT), the Manufacturing Solutions Division (MSD), and the System Software Division (SSD). Each IBU was formed to eventually become a product-

Quantum leaps, not mere incremental increases, must be the hallmark of the future.



SOFTWARE
magazine
June, 1988

specific, integrated, self-contained unit. The Application Development division, headed by Barry Sargeant, would be responsible for MANTIS and related application development systems. The Manufacturing Solutions Division, headed by Stan Sewall, would govern Cincom's manufacturing and financial applications. The System Software division, with Tom McLean as its leader, would lead the way for Cincom's database and network management systems. In addition, Cincom reorganized its North American sales operation to provide more focused sales, service and support by product group.

"This structure allows each product technology to better interact more thoroughly with its specific market," Nies said during the time. "Each division will be better able to address competitive forces and exploit new market niches."

Interestingly, Cincom's move to an IBU structure was later followed by some of

the world's largest corporations, including IBM. Although some might argue that the computer giant was forced to the move rather than seeing it as a vision of the future, it is important to note that Cincom was moving in this direction unaided by the earlier example of others.

Each of the units would be viewed as individual "profit centers"—almost as individual, although often interdependent,

"companies within a company." Each would eventually perform all of the functions necessary for its specific product group: sales, service and support, marketing, product engineering, and product management

Cincom's move to an IBU structure was later followed by some of the world's largest corporations, including IBM.

worldwide. Like Cincom as a whole, these units were to become responsible for their own profitability, product functionality, and client satisfaction. The ultimate goal of the IBUs was to make Cincom more responsive, adaptable and attentive to client needs than ever before, and to delegate authority, responsibility and accountability. In short, the goal was

to get more of Cincom's top people more meaningfully and more effectively involved in the management of Cincom.

The word "empowerment" seems to be overused in corporate America today, but it best describes the philosophy behind the formation of Integrated Business Units (IBUs). Rather than going through layers of upper management and coping with the bureaucracy of functional organization, IBU managers would be given all the resources and authority they needed to meet clients' needs within their own area. This not only would make Cincomers more accountable for their area's success, it would help speed up the decision-making process and make Cincom more responsive to a dynamic marketplace. It would also help reduce unnecessary layers of management and intensify intra-business unit communication and collaboration. It was a return to the "lean and clean" mentality that had helped build Cincom's early success when it was a "PT boat" type of company—nimble and quick, able to

outmaneuver the much larger corporate battleships against which it competed. As Nies put it, "Essentially we are flattening our company's hierarchy and bringing clients closer to the key decision makers for each product." The goal of every well-managed organization must be to streamline continuously, to minimize bureaucracy, and to facilitate continuous corporate rejuvenation and refinement.

*Perhaps only one's family
and one's religion has a
greater effect on an
individual's life than
does one's work.*

In addition to benefiting our clients, the new corporate structure had benefits for Cincomers. As units grew and prospered, Cincomers could grow as well, with more career opportunities and more responsibilities. And

since Cincomers would be more accountable for their unit's success, they could more clearly see the fruits of their labor and how their efforts contributed to the whole. "People have an inherent need to identify closely with the organization to which they belong, and perhaps only one's family and one's religion has a greater effect on an individual's life than does one's work. So the organizations must be geared

to fulfill as many of our needs as possible,” Tom Nies explained. When asked why he was so insistent on continuous reinvention of the corporation, he added, “All change may not be improvement, but all improvement demands change. Since we must continuously improve, we must continuously be able to change as individuals, and as an organization. In today’s demanding environment, no company can hope to succeed if it tries to take the status quo as its pathway to the future.”

In today’s demanding environment, no company can hope to succeed if it tries to take the status quo as its pathway to the future.

This focused approach helped alleviate many problems that had plagued past operations. For instance, because functional divisions previously had to cover so many product lines, it was almost inevitable that some products received much attention while others were somewhat neglected. But the focus on specific product lines means that all products could receive more attention, and that more resources would be naturally focused on the best performing groups. This means that we can further the success of established products such as CONTROL, SUPRA and MANTIS

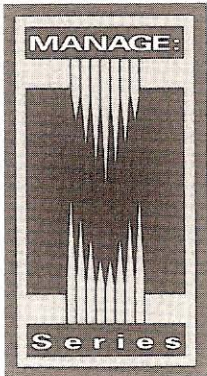
and still have a mechanism and a structure to promote a new line of products introduced to the market at the same time.

It seemed the time was right for this product-focused business structure. Cincom needed to focus its efforts to respond better to ever-changing client needs and industry trends. More and more businesses were seeking software solutions for open system environments as they downsized from mainframe data centers to networked PCs. All Cincom products had to adapt to a large variety of computing platforms and operating systems. This introduced a whole new level of complexity to producing and managing product lines. It also meant that Cincom had to respond more quickly to market needs than ever before and it had to be more innovative than its competitors.

Respond it did. Cincom was one of the first to offer systems that adapt to open environments and is today the only one of the former “mainframe players” to now be a strong factor in the new UNIX, workstation and downsized markets.

New Products for New Markets: The MANAGE:Series™ and CPCS™

To meet the growing need for text management and online document storage and retrieval, in the 1980s Cincom first



introduced M/TEXT™ and later added M/ARCHIVE™ to the product line. While M/TEXT created and managed text and data integration, M/ARCHIVE was designed to store information created by M/TEXT as well as other

MANAGE:Series
logo

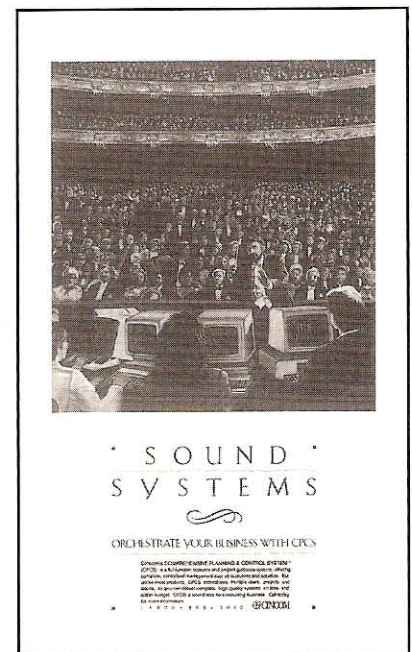
non-Cincom word processing and spreadsheet packages on personal computers, LANs, and central computers. User-assigned keywords allowed easy, flexible and speedy retrieval of data so they could retrieve exactly the information they needed when they needed it.

And just as with its other lines, Cincom went on to produce a full range of text management systems, which it called the MANAGE:Series. Currently, MANAGE:Series products include M/TEXT, M/ARCHIVE, M/SPELL™, M/EXCHANGE™, M/POST™ and M/GRAPH PC™. More will undoubtedly

be added as the pursuit of the “total solution” for text management continues.

With pressures continually mounting for organizations to “do more with less” and to more professionally manage their enterprise, Cincom saw other opportunities to fulfill these needs. Faced with mounting competition, severe time pressures and an increasingly complex business environment, executives needed management tools to help them expeditiously carry out business objectives and increase profitability. They needed easy access to business issues so they could respond to opportunities and problems quickly, intelligently and cost-effectively. And they

needed user applications that could handle a wide variety of tasks over multiple platforms to provide for virtually unlimited interactivity among processes, and to better enable a controlled and well-directed-integrated enterprise.



Cincom provided the answer by launching another new product line, CPCS, the Enterprise Management and Guidance System. The system was designed to deliver timely information essential to managing and guiding the business objectives of a growing enterprise. CPCS was designed to help businesses

- Identify the business process, document goals, objectives and expected results
- Plan activities, including cost, duration and responsibilities
- Allocate resources more effectively
- Assess the impact of change
- Report progress on plans
- Control problems
- Evaluate and review the completed process.

Ideally suited to re-engineering businesses and to more effectively managing all the interrelated processes which are the nucleus of a modern enterprise, Cincom's CPCS received rave reviews from clients who implemented the system to better control and guide their company's operations and direction. Once again, Cincom had filled a market need with an innovative offering. But never a company

to rest on its laurels, Cincom continues to seek new solutions to meet clients' challenges today.

As Tom Nies once said, "Cincomers understand that our commercial success depends upon the belief and behavior that our clients come first. Cincomers believe that we must treat clients as though their needs are our only needs. We all know that companies don't provide job security, clients do."

That's the driving force behind Cincom's never-ending pursuit of continually improving current technologies while finding new technologies to answer client needs. Part of the Cincom culture has always included the feeling that Cincomers don't really work for Cincom; rather, they work for the client. In the end, it is the client who truly does pay all the salaries and bears all the costs of Cincom. And it is that attitude that explains why clients have been turning to Cincom for the past 25 years and why they will continue to turn to Cincom tomorrow and well into the next century. As Brian Bish said long ago, and as Cincomers love to repeat, "Cincom will do whatever it takes."

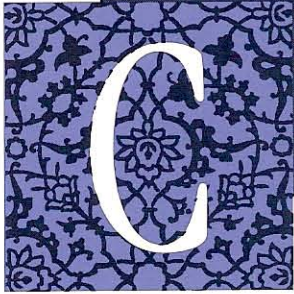
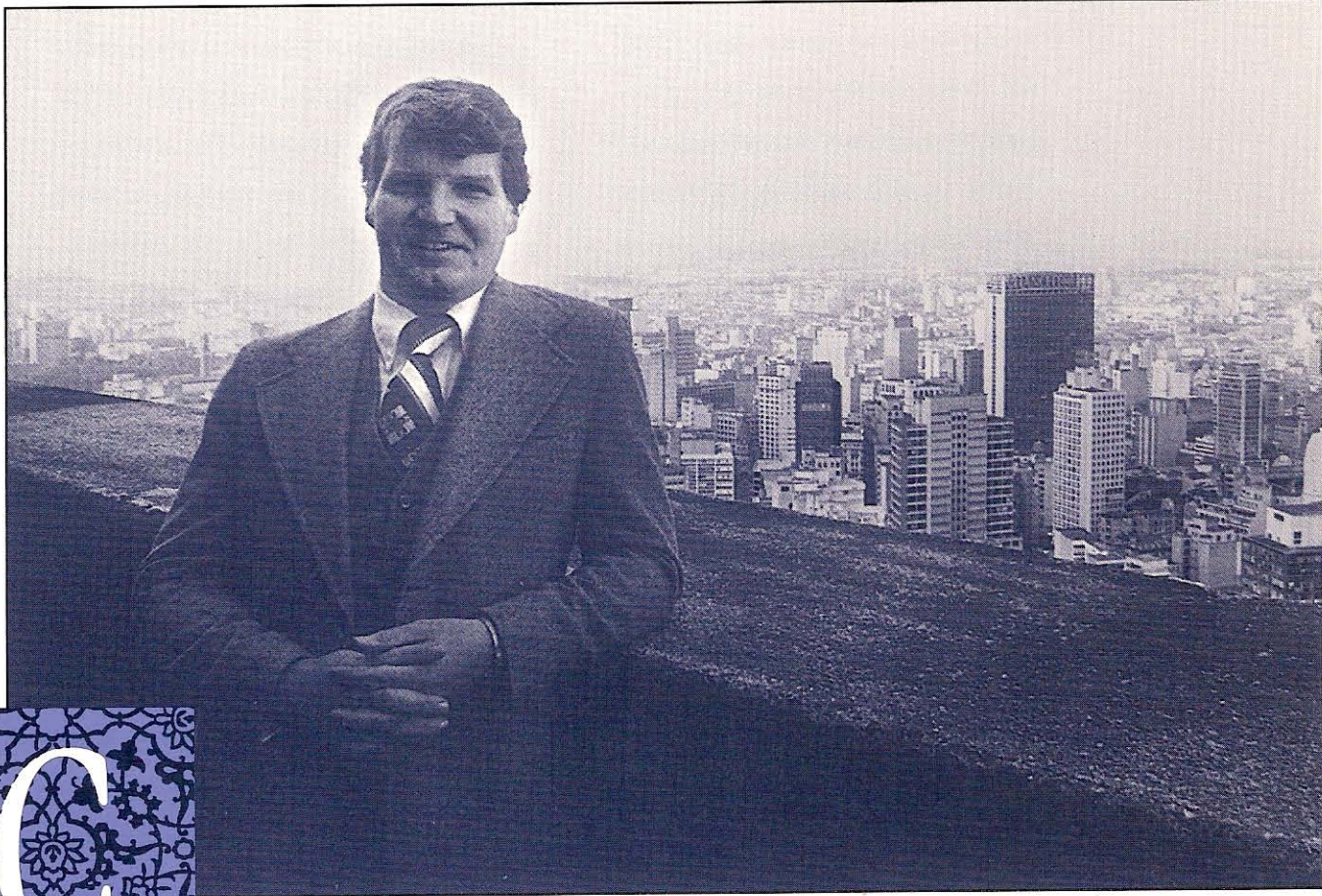
CONCLUSION

THE PAST AS
PROLOGUE
TO THE FUTURE

*"In the past lie all of our experiences.
In the future lie all of our hopes
and aspirations.
But it is in how we use the present
that makes all the difference."*

—Thomas M. Nies

CONCLUSION: THE PAST AS PROLOGUE TO THE FUTURE



Cincom's history over the past 25 years overlaps and, in some respects, portrays the history of the software industry itself. The company has achieved 25 consecutive years of growth, an industry record. In fact, Cincom is now the oldest commercial software products company in the world.

The future
belongs to those
who believe in the
beauty of their
dreams.

—Eleanor
Roosevelt

At the outset, when Cincom began, commercial computing was organized around the mainframe paradigm. The data center was the focus of all computing power in organizations. This period, the early history of the industry, was based on a centralized database management system acting as a central server. The data supported a variety of user requirements, but fundamentally it was a proprietary world.

The more recent past has been characterized by the growth of decentralized computers combined with personal computers. The database management system combined a data server with a local processor to become a client/server. This movement was accompanied by a rapid increase in the diversity of platforms, functions, and markets. So while great new opportunities have been created, so too we have seen an increase in complexity.

*In the 21st century,
software will be
the world's most important,
and perhaps the
world's largest, industry.*

Thus, the present is a more complex environment. It includes a centralized mainframe, plus personal computers, LANs and WANs, workstations, UNIX processors, and more. The database management system must accommodate central servers, local servers, client servers, distributed servers, and multimedia servers as well. In the future, these will all give way to an *integrated* network of servers to provide what

Cincom already calls "The Information Utility." Software and hardware alike must be based on open system models yet provide commonality and a single image system usage throughout the entire integrated

enterprise. In essence, the '90s have witnessed the final emergence and the boom of microcomputers and open systems in commercial usage. It represents a new era of technology and power. And it means that as the major corporations are looking for productivity,

cost reductions, and risk reduction, they will turn ever more fully to better and more cost-effective information systems. Today the software industry is the world's fastest growing major industry. *Fortune* predicts that in the 21st century, software will be the world's most

important, and perhaps the world's largest, industry.

In many ways, the early 1990s have been chaotic times all over the world. But times of chaos are also periods of great opportunity. Indeed, the Chinese have long been known to be subtle thinkers. And the Chinese symbol for the words *chaos* and *opportunity* are precisely the same symbol. For us

too, chaos means opportunity. And there are new opportunities hundreds of times greater than existed only a few years ago.

But the demands for lower cost alternatives so necessary to capitalize on these opportunities are severe.

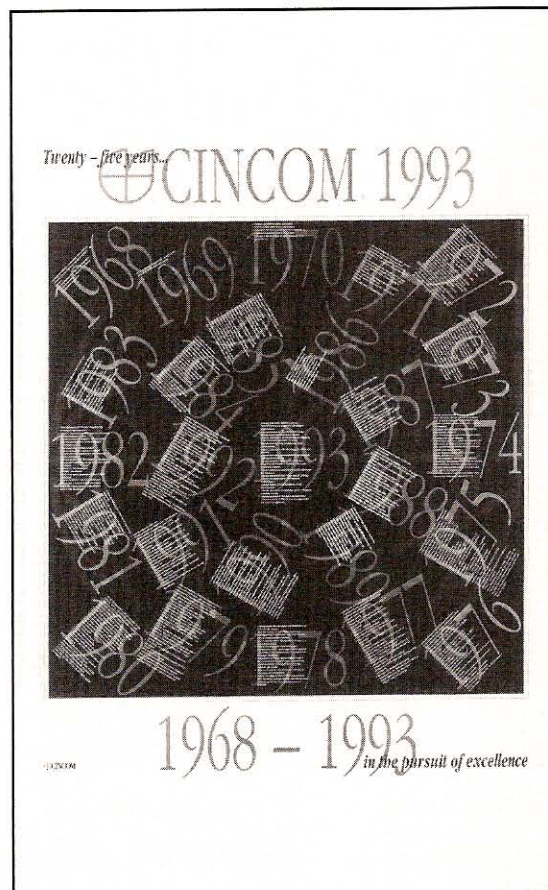
Is Cincom ready? Can Cincom continue to work profitably in this new environment? Can Cincom so lower its

costs as to be able to fully participate in the immense potential of the future? These are key questions.

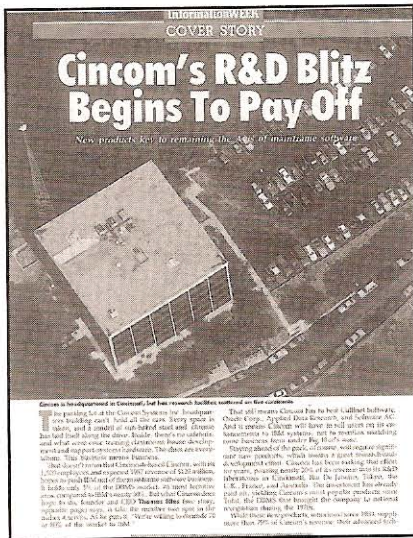
Cincom's emphasis over the past 25 years has been on creating a technical base from which to move forward. This is the "Vision Forward" that has been articulated by Nies for the company and the

In many ways, the early 1990s have been chaotic times all over the world. But for us, chaos means opportunity.

industry. And the result has been the creation of a strong, deep foundation of technology upon which to build.



Corporate growth requires top technology. But that technical base must be matched with increased marketing, distribution, and visibility to recover the massive R&D investment needed to create the new types of software. And all of this must be accomplished in much more cost-efficient



InformationWEEK
August 17, 1987

Interestingly, all of this change is occurring in an environment that is de-emphasizing hardware. This means that Cincom has the right positioning to move into leadership, to fill the vacuum created by the relative decline in importance of the major hardware giants.

In the future, the company must expand and grow through the betterment of its people, products, processes, and

and cost-effective modes of operation, with quality standards and goals far beyond those of the past.

profitability. That becomes a process in itself. And this process must be continuously reinvented, not just incrementally improved. Regular quantum leaps must become the goal, not just marginal gains.

Indeed, as with all companies, Cincom needs to be more profitable if it is to be able to grow and to expand. The company learned some painful but important lessons during the 1980s. One of the most important lessons was that it must be economically self-sufficient. Becoming dependent on outside sources of cash poses too many risks. As a result, one of the key goals for the '90s will be to increase margins and operate ever more profitably. This is an imperative.

Since Cincom compensation accounts for about 60% of total operating costs, employee performance will be the single greatest factor in making the company more profitable. And as Peter Drucker advises, increased "productivity is the only real competitive advantage."

This is a period of opportunity. It is once again, a time for pioneers.

Early Cincomers shared a joke among themselves when they said, “You can always spot the pioneers. They’re the ones who have the arrows in their backs.” After a good laugh, they would then add, “But they’re also the ones cities are named after.”

Cincom helped open up a frontier—the software industry. But it is important to remember that a frontier isn’t merely a place. It’s a time and a way of life. Frontiers pass, but the spirit endures in their people.

The frontier endures in the people of Cincom—in its culture, in the Cincom mystique. The core values that were a part of that time and that way of life continue to permeate the company and will help it continue to succeed. These values are:

- An entrepreneurial spirit
- Commitment to the company and to fellow citizens
- Creativity
- Ethical integrity and a fundamental spirituality

- Missionary zeal in representing the company and its products
- Decisiveness
- Responsibility and personal empowerment
- Initiative for self-growth
- An emphasis on seeking solutions rather than casting blame.

These core values are the bedrock upon which the company has been built. No

matter what unexpected changes may occur in the industry or the economy, no matter what technology may rise or fall, these values will endure and will assure continued success. They are

the Cincom way of life, its unique point of view. They are the Cincom style and its legacy. But as Tom Nies says, “Beyond this legacy, we must add new ideas, new values, and new beliefs, thus continually reinventing ourselves.”

*This is a period
of opportunity.
It is once again,
a time for pioneers.*

In a speech given at Cincom's fourth annual banquet, almost precisely 20 years ago, Tom Nies opened with these words:

People. In the end, that's what it's all about. Let me ask you to pause for a moment and consider now the potential of a truly superior individual such as yourselves. Now consider how much more power is gained by the synergism of a group of superior people organized for a cause that is right and correct.

You people are just such a group. You people are the most intensely concentrated body of knowledge in the field of real-time database information systems. Through your combined efforts, we are creating the most advanced and powerful products in our industry. More importantly, these products are becoming the standard of the industry, and each one of you is playing a part in this success.

But—and this is an important but—these successes will only be achieved if we are willing to personally commit ourselves to success. And it will be a team effort—not just among us as a team of employees, but also through the contribution of our spouses and loved ones. For this reason, I thought that the best contribution I could make to this weekend would be to discuss our company, our philosophy, and a set of basic business realities which apply to any enterprise.

In essence, the primary purpose of any business organization is to create and maintain clients. This fundamental client or marketing orientation is frequently overlooked by many. As organizations grow, they tend to become fixated with the internal intricacies of organization structure, chain of command, bureaucratic paperwork and hodgepodge of activities which cause them to lose sight of the basic concept of creating and maintaining clients. The ponderous nature of this bureaucratic environment also tends to drive out the few motivated and creative people within those organizations. This, of course, is a very fortunate set of occurrences for our type of company, since the people of real potential are attracted to join others of the same type.

The second basic precept is that the creation and maintenance of clients must be performed at a profit. Many times nowadays, profit is looked at by the uninformed as perhaps a villain in our society: as an exploitation of the poor or the unsuspecting consumer. This, of course, is a grossly distorted and potentially deadly misconception. It is only through a continuous flow of profit that an organization can survive. The great breakthrough in the history of mankind was the development of agriculture. For the first time, man was able to produce all he needed for his personal survival and—again a very important point—with a little left over. This “little left over” could be used to feed teachers, inventors, and a host of other nonhunting members of his tribe. This truly was the first positive step in the history of economic man.

So too it is with a business. We must create and maintain clients, but in the end, there must be something “left over” to move us from a subsistence being to a progressive growth-oriented life. This something left over is “profit.”

The importance of profit really reverts back to you—the people of the organization. In order to create and maintain clients at a profit, it is necessary that the personal goals and objectives of the people in the company are satisfied. As people, it is important to us that our personal needs are served. We must be stimulated, we must believe in what we are doing, and we must be secure in the understanding that our contributions are important and are recognized as such by our entire group.

We soon tire of responding to the perhaps seemingly unreasonable demands of a client, or a nebulous adding to corporate coffers unless we enjoy what we are doing and know that it is significant. With this basic background then, I want to review with you the intertwined philosophies which comprise the basic beliefs of Cincom.

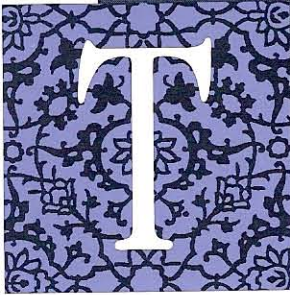
In this book, we have attempted to review some of these “intertwined philosophies which comprise the basic beliefs of Cincom.” Over these past 25 years, Cincom and Cincomers have been at the very frontiers of the computer, and more specifically, the software industry. And as old frontiers pass, new frontiers arise. Cincomers have always known that their role is best fulfilled “at the front.”

Addressing employees and clients in Europe in November 1992, while celebrating 20 successful years of international business, Tom Nies said, “I thank you for the past; I encourage you to look forward to the future.”

And as it was on the “frontier” of the software industry 25 years ago, Cincom has a vision of that future. This vision is an open, expansive view—one that embraces *change* as the new order of things and has *time* as its currency. *Individual empowerment* is the foundation of this new technological vision of the future. And Cincom is once again not only moving boldly into these frontiers of the future, but as it did a quarter of a century ago, also taking steps to lead the way. “Ever Onward,” Cincomers! “Ever Onward!”



Tom Nies and
Sir Edward Heath
November 1992



To some extent what we have attempted to convey to you through this book is exactly that—the soul of Cincom. And the soul of Cincom is her people. Leaders may set the tone and the example for a corporation, but it is the people who breathe life into it every day.

The following poem also conveys a certain type of spirit. Rudyard Kipling composed these thoughts as a guiding philosophy for his young son. As a child, I memorized these immortal lines and found them to be of enormous value throughout my adult life.

It is in part upon these principles that Cincom was founded and has been developed over this past quarter-century. In that same spirit and in closing, I now offer them to you.

"A room without books is like a body without a soul."

—Cicero

IF

—by Rudyard Kipling

If you can keep your head when all about you
 Are losing theirs and blaming it on you,
 If you can trust yourself when all men doubt you,
 But make allowance for their doubting too;
 If you can wait and not be tired by waiting,
 Or being lied about, don't deal in lies,
 Or being hated, don't give way to hating,
 And yet don't look too good, nor talk too wise;

If you can dream—and not make dreams your master;
 If you can think—and not make thoughts your aim;
 If you can meet with Triumph and Disaster
 And treat those two impostors just the same;
 If you can bear to hear the truth you've spoken
 Twisted by knaves to make a trap for fools,
 Or watch the things you gave your life to, broken,
 And stoop and build 'em up with worn-out tools;

If you can make one heap of all your winnings
 And risk it on one turn of pitch-and-toss,
 And lose, and start again at your beginnings
 And never breathe a word about your loss;
 If you can force your heart and nerve and sinew
 To serve your turn long after they are gone,
 And so hold on when there is nothing in you
 Except the Will which says to them: "Hold On!"

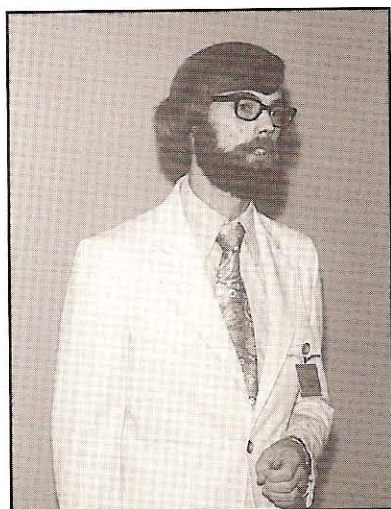
If you can talk with crowds and keep your virtue,
 Or walk with Kings—nor lose the common touch,
 If neither foes nor loving friends can hurt you,
 If all men count with you, but none too much;
 If you can fill the unforgiving minute
 With sixty seconds' worth of distance run,
 Yours is the Earth and everything that's in it,
 And—which is more—you'll be a Man, my son!

APPENDIX

THE
QUIXOTE
CLUB

1974

Jon Allen
 Al Beezley
 Michael Cocks
 Ken Cremers
 Bill Dorece
 Tim Dour
 Bill Ferone
 John Lennon
 Jerry Myers
 Dale Potter
 Tom Richley
 Stan Sewall
 Terry Tessein
 Larry Thacker
 Bill Van Every
 Frank Veith
 Jon Waters
 Ron Weeks
 Mike Welsh

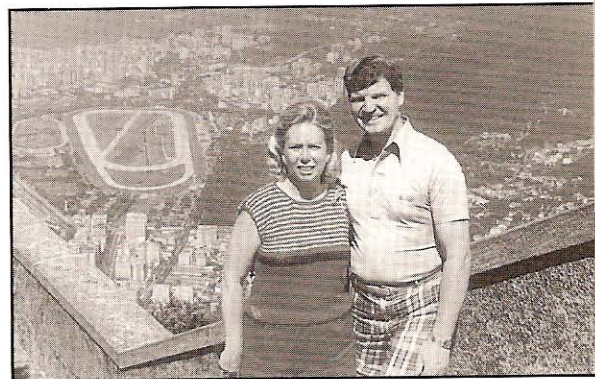


1975

Raymond Banks
 Greg Bodnar
 Neil Clarke
 Mike Cocks
 Rod Coombs
 Bob Dalton
 John Danilson
 Mike Ehrensberger
 Phil Elam
 John Hale
 Tom Jordan
 Jan Litton
 Sandy Maddux
 Sandy Moonert
 Rick Moore
 Pete Nastasiak
 Gerry Nelson
 Barry Sargeant
 Allan Stark
 Carol Thomas
 Mel Tungate

1976

Robin Adair
 Michel Bany
 Kurt Basler
 Al Beezley
 Bill Bernard
 Daisy Bonjour
 Jim Bothen



Mary Brodbeck
 Gordon Cash
 Peter Catford
 Dave Clements
 Alex Donaldson
 Mike Ehrensberger
 Cory Foster
 Richard French
 Robin Haglund
 Steve Johnson
 Gail Kahovic
 Stu Kenley
 Elaine Lillich
 Mike Madden
 John Moliere
 Dale Potter
 Larry Puckett
 Rod Sommer
 Don Steiner
 Bill Stephens
 Andy Tate
 Peter Thorpe
 Bill Van Every
 Phil Van Order



Mike Warren
 Jon Waters
 Steven White
 Richard Wood

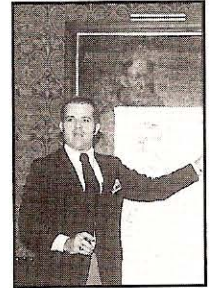
1977

Barry Adsett
 Bonnie Amshoff
 Betsy Baxter
 Al Beezley
 Betty Bruce
 Kevin Burns
 Bob Carlson
 John Carpenter
 Dave Clements
 Jack Crachiolo
 Ken Cremers
 Mike Cullin
 Jerry Doubet
 John Edlund

Mike Ehrensberger
 Michael Farrell
 Peter Feltham
 Pat Gibbons
 Cathy Giraudy
 Gaeten Gloutnez
 Robert Hall
 Rick Hopper
 Dick Horn
 Vicki Jehn
 Bill Jones
 Mansel Jones
 Phil Jones
 Dan Kreutzer
 Alex Kuli
 Elaine Lillich
 Mike Madden
 Randy Mears
 Dan Noonan
 Allan Payne
 Dale Potter
 Jack Reifschneider
 Jo Ann Sammons
 Bill Scully
 Barbara Smith
 Steve Stauffacher
 Frank Veith
 Jon Waters
 Steve Whiteman
 Bill Wolfe
 Tom Womeldorff
 Jerry Young

1978

Ray Banks
 Ed Bauer
 Mike Benson
 Peter Breeze
 Rodney Brehm
 Larry Brooks
 Dave Burleson
 Ted Chapman
 Neil Clarke
 Michael Cocks
 Bob Cox
 Peter D'Arcy
 John Debrincat
 Alex Donaldson
 Jackie Duncan
 Bill Dyer
 Sue Elfing
 Ernie Farley
 Michael Farrell
 Joyce Fay
 Bob Flynn
 Mike Freeman
 Jerry Gonnella



Margaret Gordon
 Mark Helfen
 Dave Himes
 Dick Hyatt
 John Jacobs
 Gus Jansen
 Eric Johansson
 Tom Jordan
 Tom Kolisch
 Don Lafferty
 Ron Moore



Jerry Myers
 Ian Nixon
 Chuck Olson
 Allan Payne
 John Perkins
 Dale Potter
 Larry Puckett
 Ginny Reed
 Hiroo Sakamoto
 Barry Sargeant
 Bill Scully
 Dan Starr
 John Stott

Terry Thompson
 Phil Van Order
 Steve Volpe
 Bob Walker
 Rich Warren
 Gavin Wilson
 Bill Wolfe
 Tom Womeldorff
 Dennis Yablonsky
 Noureddine Zidi
 Aaron Zornes

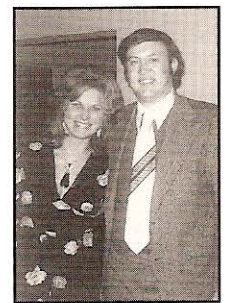
1979

Bruce Allen
 Peggy Ball
 Michel Bany
 Betsy Baxter
 Brian Bish
 Peter Breeze
 Rodney Brehm
 Mary Brodbeck
 John Carpenter
 John Challis
 Merry Cooper
 Jim Cushley
 David Dick
 Bill Dorece
 Mary Englert
 Michael Farrell
 John Finn
 Phyllis Garten

Scott Gongwer
 Robin Hamilton Jones
 Ron Hank



Paul Hargreaves
 Tom Hext
 Doug Hughes
 Dick Hyatt
 Roger Kemp
 Marian Kenny
 Uoshiyuki Kuroda
 Cathy Giraudy
 Dan Larsen
 Bruce Lenehan
 Gary Lloyd
 Carol Lucas
 Roger Mann
 Jewell McKenzie
 Tom McLean
 Leanna McReynolds
 Chuck Menke



Vicki Neas
 Bill Ohr
 Allan Payne
 Jose "Pepe" Pombo
 Steve Ream



Jack Reifschneider
 Barry Sargeant
 Gertrud Scopino
 Bill Scully
 Stan Sewall
 Rod Shepard
 Retha Stewart
 Carol Thomas
 Neil Thomas
 Marie Pierre Tolmaise
 Tony Valmassoi
 Steve Volpe
 Kevin Walter
 Steve Whiteman
 Jim Wilson
 Art Winter
 Tom Womeldorff
 Aaron Zornes

1980
 Donna Arnett
 Martin Babinski
 Jacques Bany
 Larry Best
 Brian Bish
 Roy Brooks
 Graham Burton
 Don Campbell
 Bob Caswell
 Peter Churchill
 John Colizza
 Jack Crachiolo
 John Debrincat
 Michele de Vigan
 Rita De Wandeleer
 Mick Donna
 John Duckworth
 Bob Ennis
 Mel Epperson
 Fausto Esteves
 Ian Fairgrieve
 Martin Foster
 Mike Foster
 Nobuaki Fujii
 Dick Gent
 Pat Gibbons
 Keith Glenn
 Bill Goeke
 Dave Greco
 Jeff Gunderson
 Russ Haggerty

Roger Hall
 John Halsell
 Paul Hargreaves
 Paul Holland
 Dick Hyatt
 Steve Johnson
 Tom Jordan
 Ivan Karlson
 Mary Kirry
 Dick Kleinberg
 Tom Kline
 Judy Langford
 John Lewis
 Elaine Lillich
 Jan Litton
 Tom Long
 Bev Lugannani
 Tom Lux
 Sandy Maddux
 Steve Mills



Ron Moore
 Velma Moore
 Debbie Moser
 Doug Mustaine



Pat O'Brien
 Chuck Olson
 Merle Parks
 Mike Pope
 Steve Rudlin
 Hiroo Sakamoto
 Ulf Schiewe
 Mitch Schrudder
 Terry Schulte
 Nick Sigurdsson
 Terry Thompson
 Steve Utley
 Marianne Van Sante
 Bob Walker
 Jeff Wall
 Doug White
 Steve Whiteman
 Margie Wienle
 Art Winter
 Chuck Wisely
 Dennis Yablonsky
 Jerry Young
 Dianne Zucco

1981

Clyde Adams
 Jack Alig
 Panos Anastassiadis
 Paul Arnott
 Rubie Barela
 Al Beezley
 Mike Benson
 Victoria Bernardis
 Helen Berriman
 David Billman
 Marty Bogenschutz
 Bill Bowdy
 Larry Brooks
 Cliff Bros
 Chris Bross
 Dave Bunker
 Ed Cameron
 Don Campbell

Bob Carlson
 Bob Caswell
 Ted Chapman
 Rod Coombs
 Gloria Daniel
 Cathy Detry
 Sam Elkholy
 Fausto Esteves
 Shaun Fitzgerald
 Al Foster
 Peter Frost
 Lyle Gillespie
 Darryl Gillett
 Jean Girault
 Roberta Gongwer
 Mike Greenwald
 Pauline Grove
 Robin Haglund
 Kelli Hicks



1990

Cincom pledges support for IBM's VSE/ESA.

Tom Himes
Carmel Hirth
Cheryl Hotzler
Jan Hunter

Sharon McMillen
David Miller
Ron Moore
Karen Mueller



Hoan Tran Huy
Alice Imfeld
Rick Jackson
Alan Jarvis
Ann Johnson
Peter Junker
Lynn Karches
Marilyn Kempson
Judy Langford
Laura Larsen
Art Lieberman
Charlie Lim
Gary Lloyd
Dick Loewenstine
Tom MacNeil
Mike Madden
Millie Martin
Mark Masson

Vicki Neas
Nadia Notez
Danny Oren
Dan Riehle
Phil Robling
Jim Schwarz
Stan Sewall
Travis Thompson
Ernie Tobler
David Ward
Steve Whiteman
Art Winter
Margaret Wright
Dennis Yablonsky
Eriko Yamazaki
Jerry Young
Bob Zielinski

1982

Bonnie Amshoff (Browning)

Valerie Anderson

Connie Annese

Rubie Barela

Anne Beatson

Steve Beerman

David Benson

Vicki Bernardis

Daisy Bonjour

Rodney Brehm

Mike Brock

Ralph Brueggemann

Dave Bunker

Rick Calvert

Bob Caswell

Sandre Close

Dick Collins

Jean-Louis Combay

Barb Conley

Dennis Connor

Francis Cosgrove

Mike Cuellar

Tim Dales

Bob Dalton

John Danilson

Randy Davis

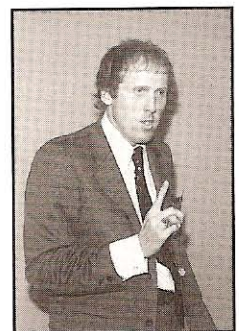
Bill Dorece

Keith Dutton

Jim Eimer

Lena Ericson

Mike Faranp



Daniel Feutry
 Dick Fisher
 Al Foster
 Klaus Fuglevig
 Rick Gassner
 Debbie Gdula
 Jim Goodney
 Roger Goss
 Opal Hacker
 Robert Hall
 Dave Hart



Phil Jones
 Sheila Kinsella
 Lee Kirkpatrick
 Jose Lauletta
 Art Lieberman
 Charlie Lim
 Tom Lux
 Greg Marshall
 Mike McLean
 Aurore Mertens
 John Moriarty
 Alan Mowat

Morio Nakajima
 Andre Noiseux
 Jim Noonan
 Danny Oren
 Merle Parks
 Allan Payne
 Claire Pellman
 Gisela Pinter
 Martin Plumb
 Rick Pressler
 Steve Reynolds
 Rick Rohde
 Mary Roll
 Steve Rudlin
 Robert Scarborough
 Pat Schafer
 Jenny Schwarberg
 John Scott
 Stan Sewall
 Jack Smith
 Ian Spurrier
 John Starling
 Laura Teh
 Ken Thomas
 Tim Tyler
 Ian Walker
 Ed Warman
 Ernie Whitmore
 Jim Wilson
 Mischelle Wilson
 Art Winter
 Dave Wood

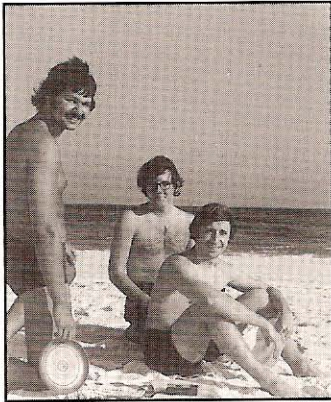
Dennis Yablonsky
 Bernard Yen



1983
 Pradeep Anand
 Nancy Bareswilt
 John Beaver
 Bob Bedel
 Steve Beerman
 Sherry Benz
 Scott Berkey
 Dan Blake
 LuAnn Blomer
 Marty Bogenschutz
 Terry Booth
 Peter Breeze
 Rodney Brehm
 Bernard Bruynseels
 Dave Buchanan
 Renata Cavanna
 Tippy Collier
 Elizabeth Cottin
 Jim Cox
 Zenos DeAraujo
 John Debrincat
 Cathy Detry
 Margaret Diehl
 Alex Donaldson
 Robert Dubien
 John Duckworth
 Dan Dyer



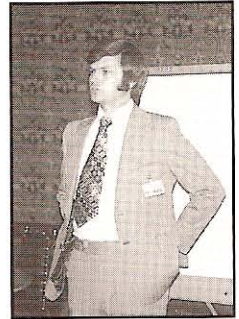
Tom Erdevig
Deborah Errington
Jane Findley
Mark Flanigan
Alain Foucher
Louis Frezzi



Tom Fuldner
Mark Gabis
Phyllis Garten
Rick Gassner
Pedro Guarda
Roger Hall
Paul Hargreaves
Bruce Harrison
Norm Henderson
Paul Hirszowicz
Karen Houillion
Elizabeth Huggins
Joe Hundemer
Per-Eric Johansson
Robert Jones
Robert Kaw
Mary Kirry

Yoshiyuki Kuroda
Don Lafferty
Nancy Lamora
Michael Langert
Judy Langford
Bill Largent
Mike Latham
Jose Lauletta
Frederick Leysens
Elizabeth Liang
Elaine Lillich
Herbert Lochbihler
Rudolph Loelinger
Michael Madden
Nancy Maddux
Jacques Marchand
Gillian Matthews
Claude McPherson
Steve Mills
Ron Moore
John Moriarty
Nadia Notez
Terry Ohr
Danny Oren
Harold Patterson
Donna Pollard
Dolores Procopio
Mike Reagan
Judy Rehn
Dan Riehle
Carol Roma
Kirk Roser

Mike Rudolph
Pat Runck
Sarah Sage
Rick Salisbury
Barb Sanders
Barry Sargeant
Doris Scherra
Ulf Schiewe
Bob Schulenberg
Dave Schwarber
Jim Schwarz
Bill Scully
Alain Seffar
Stan Sewall
Andrew Spiers
Patricia Spratley
Poul Spring
Mike Stith
Bernie Stolz
Maria Talarico
Stan Thompson
Nancy Valmassoi
Rick Vicik
David Ward
Arthur Wasik
Dale Watson



Lynn Wenrick
 Steve Whiteman
 Barry Wong
 Dennis Yablonsky
 Bernard Yen
 Linda Ziccarelli

Rosemarie Carbone
 Dominic Chung
 Michael Clerc
 Jeannie Converse
 Gail Corlye
 Jim Cox

Rick Gassner
 Dick Gent
 Gabe Ghekiere
 Graham Gillespie
 Jim Goodney
 Bob Griffiths

1984

Donna Alig
 Pradeep Anand
 Valerie Anderson
 Philippe Andre
 Marty Babinski



Chiranjit Basu
 Al Beezley
 Zola Begley
 Erna Bell
 Scott Berkey
 Bill Bowdy
 Alan Brewer
 Mike Brock
 Bonnie Browning
 Dennis Butler

Tom Craighead
 Shelly Crawford
 Chris Davies
 Brent Dickey
 Don Dilg
 John Duckworth
 Vicki Duckworth
 Jackie Duncan
 Bill Dyer
 Jim Emler
 Marco Emrich
 John Fallows
 Michael Farrell
 Jim Farris
 Sonic Ferreira
 Karen Flanigan
 Tim Flick

Barbara Gross
 Steve Gross
 Craig Guess
 Jeff Gunderson
 Bob Harper
 Alan Hartman
 Brian Hower
 Robert Hewitt
 Dave Himes
 Jennifer Howard
 Joe Hundemer
 Steve Hunter
 Yvonne Hyland
 Alice Imfeld
 John Jacobs
 Alan Jarvis
 Bill Jones

Ivar Karlsen
 Chuck Kaseman
 Bob Kraft



Pam Krupp
 Marlene Kullmann
 Don Lafferty
 Joe Lanzillotta
 Dan Larsen
 Tom Lewis
 Sheryl Linne
 Joe Lipka
 Dick Loewenstine
 Suzanne Lotze
 Brian Lueke
 Margie Lunsford
 Lou Luongo
 Jean Lynch
 Barb Magella
 Diane Martin
 Serge Marty
 Bill McIntosh
 Claude McPherson
 Carlos Medeiros
 Henri Minard
 Joe Moore

Martha Moore
 Ron Moore
 John Moriarty
 Karen Mueller
 John O'Grady
 Akiro Ohno
 Darryll Packer
 Theresa Padur
 Mariette Petesch
 Bob Phillips
 Janet Pierzchala
 Steve Poitras
 Rex Porter
 Gilles Pulice
 Deeda Raddohl
 Fred Rahlmann
 Luiz Rajao
 Steve Reynolds
 Richard Riedel

Randy Saunders
 Bill Scully
 Stan Sewall
 Jean Simon
 Kathir Sivagurunathan
 Jackie Smith
 Sandra Smith
 Poul Spring
 Klaus Stabel
 Paul Standing
 Jeff Stokoe
 Sumie Suzuki
 Robert Swalens
 Mike Tanner
 Laura Teh
 Susuma Tsuda
 Rick Vicik
 Aiko Wakabayashi
 David Ward



Troy Robinson
 Rick Rohde
 Martin Roesch
 Flavio Santos
 Barry Sargeant

Randy Watson
 Iris Weber
 Ron Weeks
 Bob Weigand
 Gillian Welch

Cheryl White
 Lorraine Whittaker
 Gavin Wilson
 Mischelle Wilson
 Art Winter
 Barry Wong
 Dave Wood
 Bernard Yen
 Nabil Zariffa
 Linda Zicarelli



Bob Carlson
 Guy Cartigny
 Diana Casteel
 Gabe Chekierre
 David Clements
 Sandra Close
 Frank Coggrave

Rod Coombs
 Kevin Costello
 Jim Craven
 Carol Crawford
 Jim Cushley
 Denise Deiningner

Davor Derek
 Dirk Dhaenes
 Jane Djurhuus
 Alex Donaldson
 Phillippe Donguy

Greg Dour
 Ed Duemler
 John Eckstein

Jim Eimer
 Marco Emrich
 Bob Ennis
 Tom Erdevig
 Joe Fahey

Mike Farano
 Catherine Faulkner
 Jean-Francois Favre
 Karl Feist
 Mary Fetch
 Marilyn Fields
 Grace Figueira
 Priscilla Flud
 Robert Fogden
 Al Foster
 Jacques Fournol
 Peter Frost
 Corinto Gineviro



Jim Goodney
 Monica Grafner
 Jean-Philippe Grob
 Barbara Gross
 Pedro Guarda
 Myrna Gustin
 Herbert Haaf
 Gene Haas
 Ron Hank
 Don Hardy
 Paul Hargreaves



Ron Hauk
 Philip Hawker
 Homer Hoe
 Charlie Hughes
 Mike Hughes
 Steve Hunter
 Kazuo Itoh
 Rick Jackson
 Tony Jenning
 Ann Johnson
 Alan Johnstone
 Tom Kathman
 Larry Keller
 Annie Koch
 Martin Kral
 Brigitte Laine
 Judy Langford
 Joe Lanzillotta

Elizabeth Liang
 Torbjorn Ljung
 Pat Lorenz
 Fred Louis
 Carl Luersen
 Barb Magella
 Roger Mann
 Betty Marino
 Greg Marshall
 Tom McCloy
 Tom McLean
 Andrew McNeil
 Claud Alberto Medeiros
 Steve Mills
 Rick Monroe
 Martha Moore
 Tom Morrison
 Irene Nash



Michael Pavlenko
 Les Peaker
 Prudence Penn
 Mark Penningroth
 Fred Peter
 David Pitts
 Jean-Claude Poirer
 Donna Pollard
 Tim Prieshoff
 Luiz Rajao
 Michael Rannelli
 Jim Reno
 Richard Riedel
 Dan Riehle
 Marie Christine Rigot
 Alan Robinson
 Rick Rohde
 Kirk Roser
 Brian Ross
 Randy Saunders
 John Schovanez
 Diane Semm
 Jerry Shawhan
 Scott Smith



Benoit LeDenn
 Paul Levert
 Jennifer Lewis
 Tom Lewis

Ann Neki
 Clarence Neumann
 Thomas Offerman
 Philippa Parker

John Sparks
 Tor Svenke
 David Thomas
 Walt Thomas
 Ernie Tobler
 Bruce Twite
 Steve Van Niman
 Karen Verrilli
 Steve Verrilli
 Peter Vroomen
 Barb Wachter
 Jim Weigle
 Lynn Wenrick



Evelyn West
 Pat Willener
 Mabel Wilson
 Art Winter
 Judy Wohlfrom
 Jenny Woo
 Chris Wood
 Marlene Gea Ximenes
 Bernard Yen
 Cathy Zaccardo
 William Zieler
 Bob Zielinski

1986
 Wanda Abraham
 Michael Aichele
 Tom Albrecht
 Donna Alig
 Nancy Allis
 Jeannine Amar
 Alfred Angel
 Paul Arnott
 Nancy Bareswilt
 Arlene Beach
 Andrea Beaty
 Steve Beerman
 Don Benson
 Fran Benton
 Allen Blowers
 Terry Booth
 Bob Bounds
 Bill Bowdy
 Mark Braman
 Mike Brenner
 Roy Brooks
 Debbie Bross
 Hans Rudolf Brunner
 Mick Cahill
 Jean-Louis Caminade
 Linda Care
 Allen Chapman
 Dennis Cho
 Jeff Cory
 Linda Costigan
 Jack Crachiolo

David Cross
 Bob Dalton
 Rick Davies
 Martha Davis



Leslie Day
 Joao Marcus De Vasconcellos
 Don Dilg
 Julie Doerflein
 Fran Dooley
 Vicki Duckworth
 Juda Edwards
 Ken Fair
 Tim Flick
 Judy Foegle
 Joe Geiger



Gabe Ghekiere
 Darryl Gillett
 Jack Ginnever
 Jim Goodney
 Roger Goss
 Mike Greenberg
 Barb Grimme
 Jim Gross
 Ron Hank
 Mark Hibbard
 Jan Hunter
 Alice Imfeld
 Dominique Joskin
 Ken Kauffman
 John Kellett
 Michelle Kennedy
 Ulrike Kiessling
 Regine Kinzel
 Eugene Klozcko
 Jorg Kohler
 Manuel Krautwurst

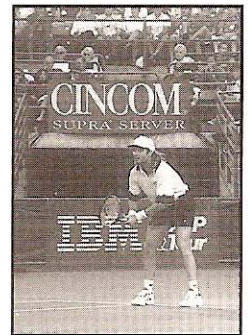


Mark Kuntz
 Adam Kuzak
 Sue Lachman (Dunavent)



Andrew Lam
 Catriona Lambeth
 Eric Lange
 Ferdinand Lavocat-Dubuis
 Osvaldo Leal
 Herve Lecclercq
 Angela Lee
 Evelyne Legall
 Martha Lincavage
 Herbert Lochbihler
 Dick Lowenstine
 Kerry Logan
 Dave Ludwin
 Brian Lueke
 Lou Luongo
 Roger Mann
 Mark Masson
 Tom McCabe
 Tom McCloy
 Mike McLean
 Sherry Michael
 Ron Moore
 Geraldo Moreno

Kathy Muenz
 Kazuyuki Nakatake
 Jim Noonan
 Carlos Novais
 Bill Ohr
 Terry Ohr
 Michael Pagden
 Brian Panisset
 Steve Pfeiffer
 Bob Phillips
 Bruce Pilgrim
 Martin Plumb
 Steve Poitras
 Nick Randall
 Chuck Reidmiller
 Kathy Rekers
 Yvan Rene
 Doug Rogers
 Dieter Rolinger
 Rebecca Ross (Hearst)
 Philippe Rousseau
 Rob Royal
 Sarah Sage



Bill Sager
 Randy Saunders
 Pat Schafer
 Bret Schultze
 Bill Scully
 Jerry Shawhan
 Jack Smith
 Jackie Smith
 Pat Sprately
 Marcia Steinbeck
 Lil Stone
 Greg Such
 Shinichi Suzuki
 Satoko Tanaka
 Susumu Tanaka
 Carol Thompson
 Kathy Tillotson
 John Titchener
 Mark Trock
 Tim Tyler
 Jerry Valentine
 Hilde Van Reede
 Antony Vickery
 Melissa Vincent
 Thom Vollmar
 Alec Waddell
 Brian Wakefield
 Ann Warden
 Ian Williams
 Gavin Wilson
 Art Winter
 Tom Womeldorff

Colleena Wong
 Alan Wood
 Gordon Woodcock
 Tsutomu Yoshimura
 Ken Young
 Andrea Zeiser
 Armenio Zeitounlian
 Nouredine Zidi



1987

Malalay Ahmadi
 Kazuko Amano
 Maurice Amar
 Connie Annese
 Tatsuo Baba
 David Baker
 Jacques Bany
 Francis Barlet
 Linda Barnes
 Chiranjit Basu
 August Battoclette
 Ed Bauer
 Al Beezley
 Erna Bell
 Roger Bendrien
 Scott Berkey

Charlie Best
 Leslie Bigos
 LuAnn Blomer
 Daisy Bonjour
 James Bothen
 Peter Breeze
 Roy Brooks
 Deborah Brown
 Pat Brown
 Ralph Brueggemann
 Dave Bunker
 Tom Buschle
 Dennis Butler
 Marci Campbell
 Simon Campbell
 Thierry Carlier
 Robert Carlson
 David Caron
 Charles Carson
 Laurie Clark
 Linda Costigan
 Dominique Courcameck
 Phyllis Cronbaugh



Leslie Curley
 Jeff D'Angelo
 Rick Davies
 Sue Day
 Larry DeFazio
 Martine De Goy
 Nan DeVault
 Rita Dewandeleer
 Daniel Dolle
 Joel Dolleans
 Alex Donaldson



Ron Drake
 Catherine Du Flos
 Jakob Emerenziani
 Bill Emmons
 Marco Emrich
 Doug Eubanks
 Rick Feinauer
 Karl Feist
 Tim Flick
 Ginny Foley
 Al Foster
 Narelle Franklin

Richard French
 Mark Gabis
 George Gantzer, Jr.
 Andrea Gerson
 Gabe Ghekeriere
 Marjorie Gray
 Mike Greenwald
 Steve Gross
 Craig Guess
 Jeff Gunderson
 Gordon Hammond
 Roald Hem
 Stephen Herzog
 Carl-Goran Hessel
 Brian Hewer
 Michael Hughes
 Yvonne Hyland
 Dan Ignarski
 Tomohiro Ikuta
 J. Rick Jackson
 Allen Jones
 Carl Julin
 Sally Kaestner
 Vincent Kao
 Kathie Kattus
 Karen Kenning
 William Koelsch
 Tom Kollman
 Barney Kwok
 Sue Lachmann
 Blayne Lack
 Jocelyne Lage

Joe Lanzillotta
 Alcio Lapa
 Jane Larter
 Benoit Le Denn
 Jeff Lee
 Fred Louis
 Barb Magella
 Andy Mak
 Roger Mann
 Rita McElroy
 Tom McLean
 Keith Mealy
 Mick Meister
 Mark Mueller
 Clare Neal
 Lelio Neto
 Mimi Ngo
 Gilles Nibart
 Michelle Palmer
 Mark Penningroth



Kyle Pettit
 Malte Rademacher
 Mike Reagan

Anna Reising
 Gary Rich
 Richard Riedel
 Irving Roginson
 Rick Rohde
 Pat Runck
 David Salay
 Barry Sargeant
 Randy Saunders
 Ralph Scharz
 Jerry Shawhan
 Pat Sledge
 Bob Smith
 Judy Solomon
 Poul Spring
 Paul Standring
 Ede Stolmar
 Noriko Takagi
 Chiharu Tanaka
 Steve Taylor-Jones
 Travis Thompson
 Richard Topp
 Kevin Tregae
 Neale Trewartha
 Christian Tscheuschner
 Kwai-on Tse
 Jack Varney
 Dale Vecchio
 Karen Verrilli
 Mullar Wan
 Dale Watson
 Ron Weeks

Ian Williams
 Rose Wirsch
 Chris Wood
 Kenneth Young
 Johannes Wubben
 Nourredine Zidi
 Anthony Zuver



1988

Greg Adamkiewicz
 Mike Aichele
 Marie-Christine Allegre
 Nancy Allis
 Britha Amundsen
 Steve Anderson
 Steven Austin
 Michel Bany
 Jean Bazire
 Andrea Beaty
 Zola Begley
 Peter Benkert
 Ute Benkert
 Dave Benson
 Marty Bogenschutz

Terry Booth
 Elizabeth Bourne
 Jens Bredwad
 Stephani Bremer
 Stewart Brown
 Dave Bunker
 Mike Burlow
 Dennis Butler
 Mick Cahill
 Linda Care
 Christine Andrew Carter
 Yves Chantome
 Ted Chapman
 Christine Cipollone
 Dave Clements
 Liz Collis
 Jeanne Converse
 James Cornille
 Patti Creutzinger
 Lynn Crooks
 Michael Cuellar
 Ron Culyer
 Bob Dalton
 Gloria Daniel
 Larry DeFazio
 Karen Dwyer Dickey
 Patti Dillard
 Bob Dolloff
 Richard Dong
 Adelle Doyle-Jones
 John Duckworth
 Keith Dutton



Bill Dyer
 John Eckstein
 John Edlund
 Jim Eimer
 Houaria El Fourkati
 Charles Gibson
 Grahame Gillespie
 Corinto Ginevro
 Jack Ginnever
 Gail Goergen
 Greg Goold
 Monica Grafner
 Jim Gross
 Pedro Guarda
 Myrna Gustin
 Paul Hargreaves
 Dave Hart
 Philip Hawker
 Peggy Heagerty



Stephen Herzog
 Mitzie Hines
 Eva Hintze

Margaret Holden
 Joe Hundemer
 Don Imhoff



Carol Lucas
 John-Peter Lund
 Terry Mahoney

Anthony Jenning
 Annelie Johansson
 Loreda Johnson
 Mark Johnson
 Alan Johnstone
 Chuck Kaseman
 Ken Kauffmann
 Bruno Kerbaol
 Walter Knesel
 Annie Koch
 Svend-Erik Kofoed
 Bob Kraft
 Yoshiyuki Kuroda
 Dee Ladenburger
 Hans Landmann
 Dan LaRue
 Paul Levert
 Jim Lochry
 Robin Long

Larry Maxwell
 Brian McCole
 Rita McElroy
 Tom McLean
 Andrew McNeil
 Guy Michiels
 Bill Miller
 Richard Minka
 Akiko Miyazawa
 Vladimir Morozowski de Sousa
 Regina Helena Travassos Pinto
 Donna Pollard
 Rex Porter
 Rob Powers
 Carolyn Price
 Ron Prickel
 Deeda Raddohl
 Bill Ratliff
 Malcolm Reed

Jack Reifschneider
 Cyndi Reiter
 Kathy Rekers
 Regina Richmond
 Rick Rohde
 Susan Romero
 Loretta Ruissen
 Pat Runck
 Rajko Rupnik
 Yoshiharu Saitoh
 Barry Sargeant
 Dave Schildmeyer
 Bob Schulenberg
 Dave Schwarber
 Stan Sewall
 Jerry Shawhan
 George Smeth
 Ed Smith
 Marcia Steinbeck
 Jeff Stokoe
 Ede Stolmar
 Nina Sumrall



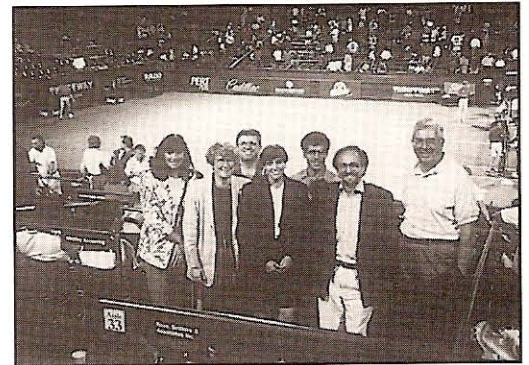
Yoshifumi Taninaka
 Deb Taylor
 Walter Thomas

Travis Thompson
 Eleanor Thune
 Ernie Tobler
 Benedito Marcio Torrigo
 Tim Tyler
 Marc Ulpat
 Hans VanDelft
 Steve Van Niman
 Scott Vaughan
 Jean-Francois Vergnangeal
 Don Vick
 Kevin Walter
 Rosemary Ware
 Anthony Waters
 Jim Weigle
 Lynn Wenrick

1989

Mike Aichele
 Ed Alig
 Kazuko Amano
 Gary Applegate
 Paul Baartz
 Elaine Baber
 Shay Bacak-Myers
 Eileen Backus
 Jaques Bany
 Betsy Baxter
 Bob Bechler
 Steve Beerman
 Dave Benson

Brigitte Bernard
 Ron Berry
 Brian Bertke
 Anita Bird
 Tom Bockerstette
 Marty Bogenschutz
 Daisy Bonjour
 Sharon Bradham



Allen Brewer
 Bonnie Browning
 Ralph Brueggemann
 Troy Brumley
 Rod Burt
 John Byerly
 Rosemarie Carbone
 Joe Cardenas
 Linda Care
 Thierry Carlier
 Patrick Chan
 Ron Chilcott
 Gillian Clough
 Gail Corley
 Ken Cremers

Patti Creutzinger
Wim Dambre
Jeff D'Angelo



Moacyr De Moraes, Jr.
Florence DePeretti
Michael Dequeker
Rita Dewandeleer
Don Dilg
Doug Doerflein
Mick Donna
Bill Dorece
John Dossey
Vicki Duckworth
John Edlund
Jim Emler
Mel Epperson
Bev Fisher
Don Fitzpatrick
Fernand Fournier
Avis France
Peter Frost
Jim Fuldner

Mark Gabis
George Gantzer
Ed Gelhot

Tina Gilliland
Susie Glassmeyer
John Glennie
Greg Goold
Mike Greenberg
Craig Guess
Larry Hacker
Rick Hager



Ron Hank
Jorgen Hansen
Ron Hauk

Kathy Heatherly
Scott Henderson
Shauna Hendricks
Mark Hendrix
Steve Herzog
Mark Hibbard
Simone Hilger
John Hipke
Ho Tuck Shun (Ivan)
Donna Hook
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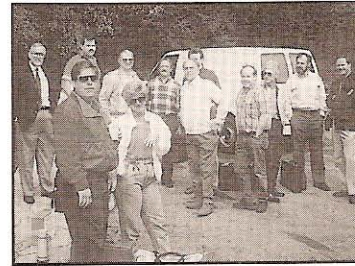
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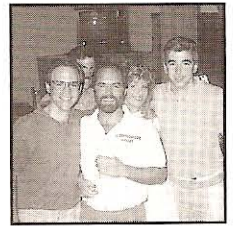
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