

DAVID C. WALDEN C.V.

Note: Items are in reverse chronological order within categories. Generally speaking, the activities were on computer topics before 1990, on management topics from 1990 forward, and also on typography topics from 2003 forward.

Work experience:

Center for the Quality of Management, Cambridge, Massachusetts

Executive Director (1997-1998)

Director of Research and Development (1995-1997)

Arthur D. Little School of Management faculty, summers of 1997-1998

MIT Sloan School of Management, Senior Lecturer, 1996-1999

Bolt Beranek and Newman Inc. (BBN), Cambridge, Massachusetts (1967-1970, 1971-1995)

Positions with the BBN parent company

Senior Vice President (1982-1995)

Executive Vice President and General Manager of BBN Communications Division (1992-1994)

Corporate Quality Officer (1990-1992)

General Manager, Professional Services Group (1982-1983)

Divisional Vice President (1979-1980)

Assistant Division Director (1975-1980)

Senior Computer Scientist (1971-1975)

Computer Scientist (1967-1970)

Positions with BBN subsidiaries

BBN Systems and Technologies Corporation

President and Member of Board of Directors (1983-1990)

Treasurer (1983-1988)

BBN Architectural Acoustics and Environmental Technologies Inc.

Chairman and Member of Board of Directors (1988-1991)

BBN Communications Corporation

Member of Board of Directors (1979-1990)

Executive Vice President and Chief Operating Officer (1981-1982)

BBN Delta Graphics Incorporated

General Manager and Member of Board of Directors (1987-1988)

BBN Manufacturing Corporation

Member of Board of Directors (1987-1988)

BBN Laboratories Limited (U.K.)

Member of Board of Directors (1987-1988)

BBN Advanced Computers Incorporated

Member of Board of Directors (1986-1988)

BBN Software Products Corporation

Member of Board of Directors (1984-1988)

BBN Computer Corporation Ltd. (Hong Kong)

Member of Board of Directors (1980-1988)

BBN Information Management Corporation

Member of Board of Directors (1980-1982)

President (1980-1981)

Harvard University, Lecturer in Computer Science, 1975-1976.

A/S Norsk Data Elektronikk, Oslo, Norway

Special Systems Consultant (1970-1971)

Massachusetts Institute of Technology Lincoln Laboratory

Staff Assistant/Computer Programmer (1964-1967)

Pro Bono Professional and Technical Society Activities and Awards:

Honored as a Living Legend (as a member of BBN's ARPANET team) at the Boston History & Innovation Collaborative's Champions of Innovation induction, June 4, 2007, Cambridge, MA.

Editorial Board, IEEE Annals of the History of Computing, 2006-present, Anecdotes editor, 2008-present.

TeX Users Group: Board of Directors, 2005-present; "Interview Corner" (tug.org/interviews) coordinator, 2004-present; Treasurer 2005-present.

The PracTeX Journal (tug.org/pracjourn): Editorial Board, 2004-2006; Travels in TeX Land columnist 2005-2010; website developer and maintainer, 2004-2007; back up website maintainer, 2008-present..

Member, IEEE Internet Award Committee, 1999-2002 (founding chairman, 1999-2001). During this period the IEEE Internet Award went to: 1) Baran, Davies, Kleinrock, and Roberts (whose nomination I managed), 2) Pouzin, 3) S. Crocker, and 4) Mockopetris. Once off the committee, I participated significantly in the preparation of the successful nomination of Tomlinson (for his original demonstration of networked email) and endorsed the nomination (successful) Tavers, Hinden, and Brecia (for their development of early Internet routers).

On November 13, 2001, the Boston History Collaborative presented one of its 2001 Boston History Makers Awards to Genuity (the Internet service spinout from BBN for its role in the ARPANet/Internet), and I was one of the five representatives present from BBN early Internet days.

Member of the small team of half a dozen engineers who did the work for which BBN Technologies was given the 1999 IEEE Corporate Innovation Recognition award "For pioneering contributions to computer networking technology through the development of the first packet switches, the ARPANET Interface Message Processor (IMP) and Terminal Interface Message Processor (TIP)"; led the nomination process.

Inaugurated into the San Francisco State University Alumni Hall of Fame, 1998.

Center for Quality Management (CQM), Cambridge, Mass.: Chairman of the Editorial Board and Editor-in-Chief of *The Center for Quality of Management Journal* (1992-2003); Operating Committee (1990-1992); Operating Committee Chair (1991); Research, Library, and Documentation Committee Chair (1990-1992). Awarded the CQM's Outstanding Service Award in 1992 (later renamed the Ray Stata Outstanding Service Award) and named a CQM Counselor in 1999.

Member of thesis committee for Dr. Gary Burchill, who completed his Ph.D. at the MIT Sloan School in 1993.

Session Chairman, "Digital Video and Imaging," Symposium on Gigabit Networks, Washington, D.C., July 15-17, 1991.

U.S. Air Force Scientific Advisory Board: Member, 1973-1980. As a member of this board, participated in studies and provided guidance to the Air Force in such areas as radar emitter location and recognition, multi-level security, management of major software acquisitions, and the upgrade of the F-111 avionics system. Also served as a member of the Air Force Electronic Systems Division's Division Advisory Group, 1975-1980. Receive the Air Force Meritorious Civilian Service Award for my work with the Air Force Scientific Advisory Board.

Editorial Board, *Computer Networks—The International Journal of Distributed Informatique*, 1975-1976.

Editor, ACM SIGCOMM *Computer Communications Review*, 1975-1976. Changed this journal from an irregular publication with spotty technical content to the regular, highly regarded journal it remains today.

Session Chairman, "Advances in Packet Switching" Session, 1975 National Computer Conference and Exposition, Anaheim, California, May 1975.

Editor, *Proceedings of the ACM SIGCOMM-SIGOPS Interface Workshop on Interprocess Communications*, March 24-25, 1975.

U.S. Correspondent, *Computer Communications* magazine, 1978-1979.

Session Chairman, Datacomm/Database Software Architectures Session, Data Communications INTERFACE '78, Las Vegas, Nevada, March 6-9, 1978.

Guest Editor (with Alexander McKenzie), *Telecommunications Magazine* special issue on "The Future of Telecommunications," September 1986.

Member, Association for Computing Machinery (1964-2006), IEEE (life member).

Have refereed or provided peer reviews of papers on numerous occasions for various journals and conferences; a list of the published reviews is included in this CV.

Volunteer and hobby association positions (increasingly relevant since retirement from business)

Town of Sandwich (MA), Communications Technology Advisory Committee (2007).

Schoolhouse Condominium Association, Boston, MA: treasurer and bookkeeper (1997-2001); bookkeeper (2001-2004).

Torrey Beach Community Association, East Sandwich, MA: bookkeeper (2002-2004).

280 Beacon Street Condominium Association, Boston, MA: treasurer (1991-1994).

International Jugglers Association: newsletter editor (1973-1975).

College education:

MIT, 1966-1968, part-time graduate study in computer science; finished course work for M.S. in computer science; did not finish the computer program that was part of the thesis (got caught up in writing BBN's ARPANET proposal which transitioned into implementation of the ARPANET packet switches).

San Francisco State College, 1962-1964, B.A. in mathematics.

Diablo Valley College, Concord California, 1961-1962 (studied civil engineering)

University of California at Berkeley, 1960-1961 (studied architecture)

Publications (or pending publications):¹

A Culture of Innovation: Insider Accounts of Computing and Life at BBN (co-editor and contributor with Raymond Nickerson), book in preparation for publication in 2010.

“TUG 2010 Conference Report,” scheduled for publication in *TUGboat*, vol. 31, no. 2, 2010.

“The TeX 2⁵ Anniversary book project,” (with Karl Berry), posted on Travels in TeX Land website, July 22, 2007: <http://www.walden-family.com/public/texland/10paper.pdf>

TeX's 2⁵ Anniversary: A Commemorative Collection (edited with Karl Berry), TeX Users Group, Portland, OR, 2010.

“TUG Financial Statements for 2009,” *TUGboat*, vol. 31, no. 1, 2010, p. 109-110.

“Travels in TeX Land: memoir, TtH, and a booklet signature,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2010-1, <http://tug.org/pracjourn/2010-1/walden/>.

“The TEX Users Group holds its 30th annual conference,” *IEEE Annals of the History of Computing, Events and Sightings* column, vol. 32. no. 1, January 2010 pp. 80-81.

“Breakthrough for Quality Organizations,” (with Shoji Shiba), *e-Newsletter*, Middle East Quality Association, January, 2010, Issue No. 3, http://www.meqa.org/mag/q4q/vol1_issue3/breakthrough_management.html and http://www.meqa.org/mag/q4q/vol1_issue3/pdfs/breakthrough_management.pdf.

“Self-publishing: Experiences and Opinions,” *TUGboat* Issue 30:2, 2009, pp. 203-208.

“TeX People: The TUG interviews project and book” (with Karl Berry), *TUGboat* Issue 30:2, 2009, pp. 196-202.

TeX People: Interviews from the World of TeX, (edited with Karl Berry), TeX Users Group, Portland, OR, 2009; reviewed in the 2009-4 bulletin of Československé sdružení uživatelů TeXu (the TeX users group of the Czech Republic), pp. 184-190.

“Profile of Eitan Gurari (1947-2009)” (compiled based on documents and memories of others), *TUGboat* Issue 30:2, 2009, pp. 159-162.

“TUG Financial Statements for 2008,” *TUGboat*, vol. 30, no. 1, 2009, p. 149-150.

¹ After writing a column for *The PracTeX Journal* from 2005 to 2010, I resigned my columnist position with the plan to subsequently continue such columns on my own website: <http://www.walden-family.com/public/texland/>

Visionary Leaders for Manufacturing — A Learning Community History, Confederation of Indian Industry, Delhi, India, 2009.

“Travels in TeX Land: Consolidation of writings on thought breaks,” (an on-line publication of the TeX Users Group), Issue 2008-4, <http://www.tug.org/pracjourn/2008-4/walden>.

“Travels in TeX Land: A sidebar for a book,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2008-3, <http://www.tug.org/pracjourn/2008-3/walden>.

“Notes on Self-publishing,” *MAPS* (the journal of the Nederlandstalige TeX Gebruikersgroep), *Voorjaar* 2008, nummer 36, pp. 53-64; a later version is posted at <http://www.walden-family.com/public/notes-on-self-publishing.pdf>.

“Travels in TeX Land: A bigger experiment with ConTeXt,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2008-2, <http://www.tug.org/pracjourn/2008-2/walden>.

“Travels in TeX Land: Another ornament for ‘thought breaks’,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2008-1, <http://www.tug.org/pracjourn/2008-1/walden>.

“Norsk Data: 40th Anniversary Celebrations,” *IEEE Annals of the History of Computing*, volume 30 number 1, January-March 2008, Events and Sightings column, pp. 83-84.

“Looking Back at the ARPANET Effort Decades Later,” Forward to part 3 of *The ARPANET Sourcebook: The Unpublished Foundations of the Internet*, edited by Peter Salus, Peer-to-Peer Communications LLC, 2008.

“Financial statements for 2007,” *TUGboat*, Issue 29:2, 2008, <http://www.tug.org/TUGboat/Articles/tb29-2/tb92treas.pdf>.

“Travels in TeX Land: Benefits of Thinking a Little Bit Like a Programmer,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2007-4, <http://www.tug.org/pracjourn/2007-4/walden>.

“Travels in TeX Land: Fonts, self-publishing and another reason I like TeX,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2007-3, <http://www.tug.org/pracjourn/2007-3/walden>.

“Travels in TeX Land: Trying ConTeXt” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2007-2, <http://www.tug.org/pracjourn/2007-2/walden>.

Contributed section 6 on “Web site generation and updating” to “PracTeX Journal: Making an Electronic Journal with web tools, Wiki, and version control” by Paul Blaga, *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2007-2, <http://www.tug.org/pracjourn/2007-2/blaga>, pp. 8-9.

“Travels in TeX Land: The post-typesetting phase of producing a book” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2007-1, <http://www.tug.org/pracjourn/2007-1/walden>.

“Financial statements for 2006,” *TUGboat*, Issue 28:1, 2007, <http://www.tug.org/TUGboat/Articles/tb28-1/tb88treas.pdf>.

“Travels in TeX Land: Using Your Favorite Editor with TeX” (with Yuri Robbers), *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2006-4, <http://www.tug.org/pracjourn/2006-4/walden>.

Guest editor, *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2006-3, <http://www.tug.org/pracjourn/2006-3>; wrote the “From the Editor” column and “Report on PracTeX06.”

“Travels in TeX Land: Final Layout of a Book,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2006-3, <http://www.tug.org/pracjourn/2006-3/walden>.

“A lifetime as an amateur compositor,” Practical TeX 2006 Conference Proceedings, *TUGboat*, Vol. 28, No. 1, 2007, pp. 49-60..

Breakthrough Management: Principles, Skills, and Models for Transformational Leadership (with Shoji Shiba), India edition published by the Confederation of Indian Industry, New Delhi, 2006; 2009 Hungarian translation by Laszlo Gabris — *Az áttöréses fejlesztés irányítása*; 2009 Korean translation by Sung-Hyun Park, Joon-Ho Kim, Young Jin Ahn, and Hye Ran Sul — **돌파경영**.

“Quality Improvement Tools and Techniques” (with Shoji Shiba), chapter of *Quality Tools and Methods for the 21st Century*, edited by Conti, Watson, and Kondo, Salem, NH: GOAL/QPC, 2006.

Transformational Case Studies (with Bertrand Jouslin de Noray, Elisabeth Ballery, and Shoji Shiba), Salem, NH: GOAL/QPC, 2006.

“Travels in TeX Land: LaTeX for Productivity,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2006-2, <http://www.tug.org/pracjourn/2006-2/walden>.

“Travels in TeX Land: Using the Lucida fonts,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2006-1, <http://www.tug.org/pracjourn/2006-1/walden>.

“Travels in TeX Land: Word2TeX redux, TeX2Word, plain TeX with Eplain, and playing with ‘thought breaks’,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2005-4, <http://www.tug.org/pracjourn/2005-4/walden>.

“A non-expert look at a small TeX macro,” *TUGboat*, Vol. 25, No. 2, pp. 199-201.

Co-guest-editor (with Raymond Nickerson), two special issues of the *IEEE Annals of the History of Computing* on Bolt Beranek and Newman Inc.; first issue published as Vol. 27, No. 2, 2005, and second issue due for publication as Vol. 28, No. 2, 2006.

“What Is TeX?” (with Peter Flom, Hans Hagen, Joe Hogg, Nicola Talbot, Philip Taylor, and Christina Thiele), *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2005-3. <http://www.tug.org/pracjourn/2005-3/walden-what-is>.

“Travels in TeX Land: A Macro, Three Software Packages, and the Trouble with TeX” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2005-3. <http://www.tug.org/pracjourn/2005-3/walden-travels>.

“Travels in TeX Land: Choosing a TeX Environment for Windows,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2005-2. <http://www.tug.org/pracjourn/2005-2/walden>.

“Travels in TeX Land: Tweaking LaTeX,” *The PracTeX Journal* (an on-line publication of the TeX Users Group), Issue 2005-1. <http://www.tug.org/pracjourn/2005-1/walden>.

“Writing a Big Book—A First Experience with LaTeX,” *TUGboat*, Vol. 24, No 2, 2003, pp. 211-215.

“Determining Customer and User Requirements: Theory and Practice,” *Trabalhos Apresentados, Workshop em Segurança (Safety Workshop) Sistemas Computacionais em Aplicações Críticas*, edited by J.B. Camargo Junior, R. de Lemos, and T.S. Weber, published by Universidade de São Paulo, Brazil, ISBN 85-86686-25-5, pp. 1-17.

“The Bellman-Ford Algorithm and “Distributed Bellman Ford,” written May 2003, still seeking publication (draft available at www.walden-family.com/public/bf-history.pdf).

“Development of TELNET’s Negotiated Options” (with Bernard Cosell), *IEEE Annals of the History of Computing*, Volume 25, Number 2, April-June 2003, pp. 80-82.

“Getting the Most Out of Technologists,” *Journal of the Center for Quality of Management*, Vol. 11, No. 2, Spring 2003, pp. 13-22.

“Remembering the LFK Network” (with Nils J. Liaen), *IEEE Annals of Computing*, Vol. 24, No. 3, July-September 2002, pp. 79-81.

“Thomas H. Lee (1923-2001)” (a brief biography), *Center for Quality of Management Journal*, special issue in memory of Thomas H. Lee, Vol. 10, No. 1, 2001, pp. 3-11.

“Creation and Evolution of the CQM,” *Center for Quality of Management Journal*, special issue in memory of Thomas H. Lee, Vol. 10, No. 1, 2001, pp. 17-26.

Four Practical Revolutions in Management — Systems for Creating Unique Organizational Capability (a book with S. Shiba), Productivity Press, Portland, Oregon, 2001; major revision of *A New American TQM*.

“Planning Projects and Tasks Using the 9-Steps” (with John Petrolini), *Center for the Quality of Management Journal*, Vol. 9, No. 1, 2000, pp. 3-16.

“Observations from the 1997-98 CQM Study Group on Cycle Time Reduction” (with Neil Rasmussen), *Center for the Quality of Management Journal*, Vol. 8, No.2., 1999, pp. 3-34.

Integrated Management Systems: A Practical Approach to Transforming Organizations (contributor to book by Thomas Lee, Shoji Shiba and Robert Wood), John Wiley & Sons, 1999.

"Designing Integrated Management Systems," (with Thomas Lee), *Center for the Quality of Management Journal*, Vol. 7, No. 1, 1998, pp. 3-16; reprinted in Chinese in *Industrial Engineering and Management*, No. 3, 2000, pp. 3-

"Task Deployment Management," *Center for the Quality of Management Journal*, Vol. 6, No. 1, Spring 1997.

"An Overview of Conversation," *CQM Voice*, Vol. 7, Winter 1997.

"Language for Action" (with Gary Burchill), *Center for the Quality of Management Journal*, Volume 4, Number 4, Winter 1995, pp. 21-28; also submitted for publication elsewhere.

"The Language Processing Method" (with Ted Walls), *Center for the Quality of Management Journal*, Volume 4, Number 4, Winter 1995, pp. 29-37.

"The Systematic Development of Skill as a Basis for Competitive Product Development," *The Center for Quality Management Journal*, Volume 4, Number. 1, Winter 1995, pp. 14-41.

"Before the Internet, there was the ARPANET," *Boston Business Journal*, Volume 14, Number 30, September 9-15, 1994, pp. 19.

"An Issue Relating to Kano's Method," *The Center for Quality Management Journal*, Volume 3, Number 2, Concept Engineering Edition 1994, pp. 4.

"Mutual Learning: Industry/Academia Collaboration for Improved Product Development" (with Gary Burchill), *The Center for Quality Management Journal*, Volume 3, Number 2, Concept Engineering Edition 1994, pp. 23-39.

"Thoughts on Goals and Metrics," *The Center for Quality Management Journal*, Volume 3, Number 1, Winter 1994, pp. 33-38.

"Kano's Methods of Understanding Customer-defined Quality" (with C. Berger, R. Blauth, D. Boger, C. Bolster, G. Burchill, W. DuMouchel, F. Pouliot, R. Richter, A. Rubinoff, D. Shen, and M. Timko), a special issue of *The Center for Quality Management Journal*, Volume 2, Number 4, Fall 1993.

Forward to *TQM for Technical Groups* (a book written by Uchimaru, Okamoto, and Kurahara), Productivity Press, Portland, Oregon, 1993.

A New American TQM (a book written with S. Shiba and A. Graham), Productivity Press, Portland, OR, 1993; also translated into and published in Spanish (*TQM: Desarrollos Avanzados*), French (*4 Révolutions Du Management Par La Qualité Totale*), Portuguese (*TQM Quatro Revoluções na Gestão da Qualidade*), and Chinese (一种新的美国全面质量管理 (TQM) ——管理中的四次实践革命).

"Breakthrough and Continuous Improvement in Research and Development—An Essay," *The Center For Quality Management Journal*, Volume 2, Number 2, Spring 1993, pp. 25-29.

"What is the Center for Quality Management?" (with T. Lee), *The Center for Quality Management Journal*, Volume 1, Number 1, Autumn 1992, pp. 3-8.

"The ARPANET, the Defense Data Network, and the Internet" (with A. McKenzie), *Encyclopedia of Telecommunications*, Marcel Dekker, Inc., Volume 1, pp. 341-376.

"Software for Parallel Processing" (with G. O'Neill and P. W. Kitchin), *Proceedings of the I.E.E. International Specialist Seminar on The Design and Application of Parallel Processors*, The Gulbenkian Foundation, Lisbon, Portugal, April 11-15, 1988, pp. 105-111.

"Successful Applications of Artificial Intelligence," *Signal*, May 1987, pp. 255-263.

"Developing programs with UNIX" (with C. Sanford), *Mini-Micro Systems*, May 1983, pp. 279-282.

"Portable Software for Electronic Mail Makes it Hardware-Independent" (with J.M. McQuillan), *Electronics*, March 10, 1981, pp. 167-171.

"Electronic Mail Systems" (with J.M. McQuillan), *ICP Interface*, Spring 1981.

"Designing Electronic Mail Systems That People Will Use" (with J.M. McQuillan), *SIGOA Newsletter*, May 1980, Vol. 1, No. 2.

"The Development of Host Protocols," *Computer Design*, January 1980, pp. 16-24.

"The Evolution of Host/Host Protocol Technology" (with A. McKenzie), *Computer*, September 1979, pp. 29-38.

"Synchronization and Multiple Access Protocols in the Initial Satellite IMP" (with R. Weissler, R. Binder, R. Bressler, and R. Rettberg), *Proceedings of COMPCON '78*, September 5-8, 1978, pp. 356-362.

"X.25 Link Access Procedure" (with B. Cosell and A. Nemeth), *Computer Communication Review*, Vol. 7, No. 4, October 1977, pp. 15-35.

"The ARPANET TELNET Protocol: Its Purpose, Principles, Implementation, and Impact on Host Operating System Design" (with J. Davidson, W. Hathaway, N. Mimno, J. Postel, and R. Thomas), *Proceedings of the ACM/IEEE Fifth Data Communications Symposium*, September 1977, pp. 4-10 to 4-18; reprinted in *A Practical View of Computer Communication Protocols*, John M. McQuillan and Vinton G. Cerf, IEEE, 1978, pp. 244-253; also reprinted in *Innovations in Internetworking*, Craig Partridge (ed.), Artech House Inc., 1988, pp. 322-330.

"The ARPA Network Design Decisions" (with J.M. McQuillan), *Computer Networks*, Vol. 1, No. 5, August 1977, pp. 243-289.

"Communications Applications of the Pluribus Computer" (with F.E. Heart), *Conference Record of the 1976 IEEE National Telecommunications Conference*, Vol. 1, November 1976, pp. 7.1-1 - 7.1-5.

"An Operational System for Computer Resource Sharing" (with B. Cosell, J. Malman, P. Johnson, R. Schantz, J. Sussman, and R. Thomas), *Proceedings of the Fifth Symposium on Operating System Principles*, Austin, Texas, November 1975, pp. 75-81.

"Gateway Design for Computer Network Interconnection" (with R.D. Rettberg), *Proceedings of Eurocomp 1975, The European Computing Conference on Communications Networks*, London, England, September 23-25, 1975, pp. 113-128.

"Techniques for Detecting and Preventing Multiprogramming Bugs" (with B.P. Cosell and J.M. McQuillan), presented at the IFIP/TC-2 Working Conference on Software for MiniComputers, Lake Balaton, Hungary, September 8-12, 1975; published in *Minicomputer Software*, J.R. Bell and C.G. Bell (eds.), North-Holland Publishing Co., 1976, pp. 301-306.

"Experiences in Building, Operating, and Using the ARPA Network," *Proceedings of the 2nd USA-Japan Computer Conference, Tokyo, August 1975*, pp. 453-458; also in the Minutes of the Fourth Annual Meeting International Purdue Workshop on Industrial Computer Systems, Purdue University, November 8-11, 1976, Part II, pp. 555-560.

"The Evolution of A High Performance Modular Packet-Switch" (with S.M. Ornstein), *Conference Record of the 1975 International Conference on Communications*, Vol. 1, June 1975, pp. 6-17 to 6-21; reprinted in *A Practical View of Computer Communication Protocols*, John M. McQuillan and Vinton G. Cerf, IEEE, 1978, pp. 56-67.

"Issues in Packet Switching Network Design" (with W.R. Crowther, F.E. Heart, A.A. McKenzie, and J.M. McQuillan), *AFIPS Conference Proceedings 44*, May 1975, pp. 161-175; reprinted in *Computer Networking*, R.P. Blanc and I.W. Cotton (eds.), IEEE Press, 1976, pp. 182-196.

"Some Considerations for a High Performance Message-Based Interprocess Communication System" (with J.M. McQuillan), *Proceedings of the ACM SIGCOMM-SIGOPS Interface Workshop on Interprocess Communications*, March 1975, pp. 77-86.

"The Satellite IMP for the ARPA Network" (with S.C. Butterfield and R.D. Rettberg), *Proceedings of the Seventh Annual Hawaii International Conference on System Sciences*, Honolulu, Hawaii, January 1974, *Computer Nets Supplement*, pp. 70-73.

“Reliability Issues in the ARPA Network” (with W.R. Crowther and J.M. McQuillan), *Proceedings of the ACM/IEEE Third Data Communications Symposium*, November 1973, pp. 159-160; also in *Computer Networking*, R.P. Blanc and I.W. Cotton (eds.), IEEE Press, 1976, pp. 142-143.

“Computing Networks from Minis through Maxis: Are They for Real?” (with N.W. Mimno, B.P. Cosell, S.C. Butterfield, J.B. Levin, H.S. McDonald, P.M. Carp, T.N. Pike, Jr., F.F. Kuo, N. Abramson, J.G. Fletcher, A.M. Pfaff, D.P. Jasper, J.R. Pickens, J.L. Owens), *Proceedings of the Seventh Annual IEEE Computer Society International Conference*, San Francisco, California, February 1973, pp. 248.

“Terminal Access to the ARPA Network—Experience and Improvements” (with N.W. Mimno, B.P. Cosell, S.C. Butterfield and J.B. Levin), *Proceedings of the Seventh Annual IEEE Computer Society International Conference*, San Francisco, California, February 1973, pp. 39-43; reprinted in *Computer Networking*, R.P. Blanc and I.W. Cotton (eds.), IEEE Press, 1976, pp. 287-291.

“Host-to-Host Protocols,” *International Computer State of the Art Report No. 24: Network Systems and Software*, Infotech, Maidenhead, England, published 1975, pp. 287-316; reprinted in *A Practical View of Computer Communication Protocols*, J.M. McQuillan and V.G. Cerf, IEEE, 1978, pp. 172-204.

“A System for Broadcast Communication: Reservation-ALOHA” (with W.R. Crowther, R.D. Rettberg, F.E. Heart, and S.M. Ornstein), *Proceedings of the Sixth Hawaii International Conference on Information and System Sciences*, January 1973, pp. 371-374.

“Improvements in the Design and Performance of the ARPA Network” (with J.M. McQuillan, W.R. Crowther, B.P. Cosell, and F.E. Heart), *AFIPS Conference Proceedings 41*, December 1972, pp. 741-754.

“A Note on Cheney’s Nonrecursive List-Compacting Algorithm,” *Communications of the ACM*, Vol. 15, No. 4, April 1972, pp. 275.

“A System for Interprocess Communication in a Resource-Sharing Computer Network,” *Communications of the ACM*, Vol. 15, No. 4, April 1972, pp. 221-230; also in *Advances in Computer Communications*, W.W. Chu (ed.), Artech House Inc., 1974, pp. 340-349; reprinted in *Advances in Computer Communications (Second Edition)*, W.W. Chu (ed.), Artech House Inc., 1976, pp. 408-417.

“A Few Notes on Exclusive-OR,” *ND NYTT*, Vol. 2, No. 2, Oslo, Norway, September 1971, pp. 18-22.

“A System of Interprocess Communication for a Resource Sharing Computer Network,” *Proceedings of the Fourth Hawaii Conference on Information and System Sciences*, January 1971, pp. 640-642.

“Construction of a Computer Network,” *Proceedings of Den Norske Ingeniorforening, Electrodagene 1970*, November 1970.

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Joe Weening (interview completed 2010-06-08)
Bart Childs (interview completed 2010-05-10)
Luis Trabb Pardo (interview completed 2010-04-08)
Howard Trickey (interview complete 2010-03-23)
John Hobby (interview completed 2010-01-05)
Michael Plass (interview completed 2009-12-20)
Ulrike Fischer (interview completed 2009-11-20)
Idris Hamid (interview completed 2009-11-01)
Joseph Wright (interview completed 2009-10-21)
Sebastian Rahtz (interview completed 2009-03-12)

Arthur Reutenauer (interview completed 2009-03-03)
 David MacKay (interview completed 2009-02-10)
 Yannis Haralambous (interview completed 2009-01-06)
 Jonathan Fine (interview completed 2008-12-14)
 Boguslaw Jackowski and Janusz Marian Nowacki (interview completed 2008-09-27)
 Amy Hendrickson (interview completed 2008-09-14)
 Yuri Robbers (interview completed 2008-08-24)
 Tomas Rokicki (interview completed 2008-08-15)
 Hàn The Thành (interview completed 2008-07-24); translated into Czech for the 2009-4 bulletin of Československé sdružení uživatelů TeXu (the TeX users group of the Czech Republic), pp. 184-190.
 Arthur Ogawa (interview completed 2008-07-14)
 Jon Breitenbacher (interview completed 2008-05-22)
 Peter Gordon (interview completed 2008-01-08)
 Ross Moore (interview completed 2007-12-12)
 Susan DeMeritt and Cheryl Ponchin (interview completed 2007-10-11)
 Rainer Schöpf (interview completed 2007-08-27)
 Jim Hefferon (interview completed 2007-08-13)
 Oleg Katsitadze (interview completed 2007-08-04)
 Dick Koch (interview completed 2007-07-12)
 David Carlisle (interview completed 2007-06-20)
 Haruhiko Okumura (interview completed 2007-06-04)
 Nicola Talbot (interview completed 2007-05-25)
 Jin-Hwan Cho (interview completed 2007-05-21)
 David Fuchs (interview completed 2007-05-14)
 Jonathan Kew (interview completed 2007-04-03)
 Will Robertson (interview completed 2007-03-25)
 John Culleton (interview completed 2006-12-2)
 Gerben Wierda (interview completed 2006-11-28)
 Peter Wilson (interview completed 2006-11-08)
 Taco Hoekwater (interview completed 2006-10-13)
 Kaveh Bazargan and CV Radhakrishnan (interview completed 2006-09-21)
 Peter Flynn (interview completed 2006-09-19)
 David Kastrup (interview completed 2006-08-21)
 Aleksander Simonic and Adriana McCrea (interview completed 2006-06-28)
 Thomas Esser (interview completed 2006-06-5)
 Duane Bibby (interview completed 2006-05-19)
 Werner Lemberg (interview completed 2006-04-28)
 Christian Schenk (interview completed 2006-04-15)
 Hans Hagen (interview completed 2006-03-02)
 Steve Peter (interview completed 2006-02-07)
 Frank Mittelbach (interview completed 2006-01-11); interview done jointly with Gianluca Pignalberi representing Free Software Magazine (<http://www.freesoftwaremagazine.com>) where the interview was also published—Issue 10, January-February 2006; also translated into Italian for republication in *ArsTeXnica* the journal of Gruppo Utilizzatori Italiani TeX e LaTeX—GuIT), volume 3, April 2007, pp. 4–12.
 Barbara Beeton (interview completed 2005-11-24)
 Karl Berry (interview completed 2005-09-27)
 Mimi Burbank (interview completed 2005-09-06)
 Philip Taylor (interview completed 2005-05-25)
 George Gratzer (interview completed 2005-04-13)
 Christina Thiele (interview completed 2005-03-24)
 Victor Eijkhout (interview completed 2005-03-21)
 Klaus Höppner (interview completed 2005-02-20)
 Robin Fairbairns (interview completed 2005-02-16)
 Lance Carnes (interview completed 2004-12-13)

Dan Luecking (interview completed 2004-11-08)

Full length interviews of me:

“Oral history interview, “ June 5, 2009, interviewers Marc Weber and Gardner Hendrie of the Computer History Museum.

“David Walden interview: A conversation about writing and learning, and some books to read,” *MAPS* 34 (the journal of the Nederlandstalige TeX Gebruikersgroep, Fall 2006, pp. 81-84.

“Interview of Dave Walden, “ completed September 31, 2006, interviewed by Karl Berry, <http://www.tug.org/interviews/interview-files/dave-walden.html>, and reprinted in *TeX People: Interview from the World of TeX*, edited by Karl Berry and David Walden, TeX Users Group, Portland, OR, 2009.

“Oral history interview with David C. Walden,” February 6, 1990, interviewer Judy E. O’Neill, call number OH 181, Charles Babbage Institute, University of Minnesota, Minneapolis.

Presentations, Lectures, and Seminars (incomplete list):

Moderator of a panel consisting of Donald Knuth and nine Stanford TeX project members, TeX Users Group 2010 Annual Conference, San Francisco, CA, <http://river-valley.tv/media/conferences/tug-2010/TUG2010-Panel/>

“Self-publishing: Experiences and Opinions,” TeX Users Group 2009 conference, Notre Dame University, July 28-31, 2009:

<http://river-valley.tv/self-publishing-experiences-and-opinions/>

“TeX People: The TUG interviews project and book” (with Karl Berry), TeX Users Group 2009 conference, Notre Dame University, July 28-31, 2009:

<http://river-valley.tv/tex-people-the-tug-interviews-project-and-book/>

“The Internet as I have seen it,” part of a session on The Birth of the Internet and World Wide Web organized by the Polyteknisk Forening in Oslo, Norway, Sept. 18, 2007; other participants were Robert Cailliau (co-developer of the WWW) and Håkon Wium Lie (chief technical officer of Opera Software and developer of CSS), and the moderator was venture capitalist Terje Mikalsen (one of the founders of Norsk Data).

“The Center for Quality of Management: a U.S. Experiment in Mutual Learning,” Spring Camp 2007, Fayence, France, April 17, 2007.

Moderator of a panel consisting of Peter Flynn, Jonathan Kew, Barbara Beeton, Mirko Janc, TeX Users Group 2006 PracTeX Conference, Rutgers University, New Brunswick, NJ, <http://river-valley.tv/practex-2006-panel/>

Observations on engineering and the beginnings of the Internet to the student IEEE society and on observations on the “old ARPANET routing algorithm” to a class of Prof. Bruce McDonald, Northeastern University, December 3, 2003.

“A lifetime as an amateur compositor,” Practical TeX 2006 Conference, Rutgers University. July 25-28, 2006: <http://river-valley.tv/a-lifetime-as-an-amateur-compositor>

“Four Practical Revolutions in Management and the Importance of Societal Networking and Mutual Learning,” invited presentation, special meeting of the Project Management Institute São Paulo chapter, campus of the University of São Paulo, October, 21, 2003.

“Systematic Development of Skill for Process Management and Quality,” guest lecture, MIT, June 13, 2003.

“Quality Improvement Tools and Techniques,” guest lecture, MIT, August 16, 2002.

“System and Project Management: Lessons from Quality Management,” guest lecture, MIT, November 14, 2000.

“Some Observations and Interpretations of Internet History from 1968-1980,” ACM SIGCOMM ‘99 Tutorial on The Technical History of the Internet, Harvard University, Cambridge, MA, August 31, 1999.

“Observations from the 1997-98 CQM Study Group on Cycle-time Reduction,” CQM Cincinnati CEO/CQO Roundtable, February 1999; also CQM Louisville Roundtable, May 1999; also CQM Europe Roundtable, October 1999..

"The Responsibility of the Leader — Systematic Development of Skill," invited presentation, Northern Ireland Quality Centre World Quality Day on "Sharing Responsibilities, Sharing Benefits," Carrickfergus, Northern Ireland, November 12, 1998.

"Personal PDCA," Center for Quality of Management 1-day course (revision of "Conversation for Action"), October 1998, November 1998, December 1998, May 1999, June 1999.

"TQM Overview for Executives," Center for Quality of Management 2-day course, April, November and December 1998.

"7-Steps Problem Solving," Center for Quality of Management 1-day course, October, 1998.

Panel moderator, Center for Quality of Management Seminar on "Cultural Archetypes," May 19, 1998

"Conversations for Effective and Efficient Action," Center of Quality of Management 2-day course, 3 times in 1997.

"Creating Effective and Efficient Action in Organizations, 1-day course, Stockholm Sweden, May 1997.

"Understanding Variation," Center for Quality of Management half-day course, January 30, 1997.

"Conversation for Action," Center for Quality of Management 1-day course, December 1996, February 1997, April 1997.

"Hearing and Understanding the Voice of the Customer," 1-day seminar for Honeywell, Germany, Nov. 1996

"Coaching is a Two Way Street," panel session moderator and presenter, Smaller Business Association of New England, 1996 New England Business Conference, Burlington Marriott, Burlington, MA, June 11, 1996.

"Managing Business Commitments," Boston Federal Reserve Monthly Business Roundtable, June 3, 1996.

"Designing High Performance Interactions," Center for Quality of Management 6-Day Course Update, Colonial Hilton, Wakefield, MA, June 4-5, 1996.

"CEO Involvement and TQM Infrastructure" and "Introduction to Conversation," Study Tour from Finnish Industry, Center for Quality of Management, Long Wharf Marriott Hotel, Boston, April 22, 1996.

Panel moderator, Center for Quality of Management Seminar on "TQM in Services," March 20, 1996.

"Language and conversation in technology and product development," seminar for Digital East Coast Laboratories, Cambridge, Massachusetts, March 11, 1996.

"Language for Action—a new thrust in the Center for Quality of Management's on-going experience in societal networking," The National Center for Quality Management, University of Limerick, Limerick, Ireland, November 17, 1995.

"The History of the Internet—from 1960 to 2000," invited presentation, Aalesund Technical College, Aalesund, Norway, October 2, 1995; also presented for MIT LFM Pro Seminar, January 1997.

Panel participant, Plenary Panel on "Groupware and global information networks: Friendly mergers or competing models?", ACM 1994 Conference on Computer Supported Cooperative Work, Chapel Hill, North Carolina, October 22-26, 1994.

"The Systematic Development of Skill as a Basis for Competitive Product Development," invited presentation, R&D Quality Day, Bose Corporation, Framingham, Massachusetts, October 4, 1994; also presented as "The Systemic Development of Skill in Technical Groups," as an invited lecture at Lotus Development Corporation's Corporation IS Group (September 19, 1995) and as an invited lecture at the Norwegian Technical University in Trondheim (October 5, 1995); also presented as "The Systematic Development of Engineering Skills—a basis for competitive product development," Boston Chapter of the IEEE Engineering Management Society (December 12, 1995).

Leader of the Day, Center for Quality Management 6-day Course on "TQM for Senior Managers," "Day 1—Evolution of management thinking and TQM, improvement as a problem solving process, and the KJ

Method" (4 times), "Day 2—Reactive Improvement" (once), "Day 3—Proactive Improvement" (twice), "Day 4—Teams and teamwork" or Day 4—"Teams and Teamwork, and Designing Effective and Efficient Action" 15 times), "Day 5—Strategies for Mobilization and Phase-in" (3 times), "Day 6—Phase-in strategies, applying PDCA in daily work, and societal networking" (8 times), 1991-1996, including once giving all 6 days of a single instance of the 6-Day Course (Oslo, Norway, September 29-October 8, 1995)..

Three full-day invited lectures on TQM, "Teams and Teamwork," "Mobilization infrastructure," and "Phase-in strategies for implementation and societal networking," Beijing Center for Quality Management, Beijing, China, July 1993.

"Researching and Practicing Total Quality: The Center for Quality Management (CQM) Experience in Multi-company Sharing and Collaboration," invited presentation, The Total Quality Forum, Cincinnati, Ohio, November 10-13, 1992.

Two full-day invited lectures on TQM, "Introduction to TQM" and "Proactive improvement," to the President and Executive Committee of the University of Limerick, Limerick, Ireland, February 1993; repeated approximately for the Master's students, National Center for Quality Management, University of Limerick, November 15-16, 1995.

"Network Learning about TQM Implementation Among Senior Executives—An Experiment in the USA," invited presentation, Norwegian Academy of Technological Sciences seminar on "World Class Quality: The Role of Top Management," Norwegian Academy of Science and Letters, Oslo, Norway, November 7-8, 1991.

"Session Chairman's Remarks," Digital Video and Imaging Session, *Proceedings of the Symposium on Gigabit Networks*, July 15-17, 1991, pp. 395-402.

"The Initiation of TQM at BBN," invited presentation, Institute of Industrial Engineers Seminar, Key West, Florida, October 18, 1991.

"Experiences in the Implementation of TQM," invited lecture for Professor Gabriel Bitran's MIT Course on Management of Quality, April, 1991.

Four lectures, Center for Quality Management 6-day Course on "TQM for Senior Managers," Cambridge, MA, October, November, and December, 1990.

"Total Quality Management: A Corporate Perspective," invited presentation, NCMA Seminar, Woburn, MA, March 14, 1990.

"Modular Technology," invited presentation, Managing Evolutionary Systems - Information Infrastructures and Technologies, A Government Executive Seminar presented by The MITRE Corporation, Williamsburg, VA, February 19-23, 1990.

"Telecommunications Networks of the Future," invited testimony to the House Subcommittee on Telecommunications and Finance at its Oversight Hearing, Washington, D.C., October 4, 1989.

"A Strategy for Future Training—Vision and Reality," invited presentation, Eighth Interservice/Industry Training Systems Conference, Salt Lake City, Utah, November 17-20, 1986.

"The Development of a Commercial Applications System under UNIX" (with C. Sanford), Summer '82 USENIX Conference, July 6-9, 1982.

"A Current Look at Electronic Mail," invited presentation, OPOPP/TelPOPP Meeting, Chicago, November 17, 1980.

"Electronic Mail: The Message System Approach" (with J.M. McQuillan and T. Myer), full day seminar given successively in seven U.S. cities, October and November 1980.

"Communications Software," presented at the AIIE conference on Data Communications in the 1980s, New York, New York, May 8-9, 1978.

"Datacomm/Database Technology," invited presentation, Data Communications INTERFACE '78, Las Vegas, Nevada, March 6-9, 1978.

“Advances in Computer Communication,” invited lecture, First MIT Alumni Summer College, July 11-15, 1977, Cambridge, Massachusetts.

“Current Status of the Satellite Interface Message Processor” (with R. Binder, Nai-Ting Hsu, R.D. Rettberg, and R.C. Weissler), presented at the Workshop on Packet-Switching and Communication Satellites, I.R.I.A., Rennes, France, June 1976.

“Gateway Design for Computer Network Interconnection” (with M. Beeler, J. Burchfiel, R. Rettberg, and V. Strazisar), invited presentation, AFIPS 1976 National Computer Conference and Exposition, New York, June 6-10, 1976.

“Minicomputer Use in the ARPA Network,” invited presentation, Government-Industry Conference on “Minicomputers: The Applications Explosion,” American Institute of Industrial Engineers, Washington, D.C., November 17-19, 1975.

“Seminar on the ARPA Network,” invited presentation, New Horizons in Physics Lecture Series 1974, Advances in Communications, State University College, New Paltz, New York, October 31, 1974.

Six invited lectures on packet-switching networks and time-shared computing, International Seminar on Performance Measurements of Data Processing Systems, Weizmann Institute, Rehovot, Israel, July 14-25, 1974.

“Status of the Satellite IMP for the ARPA Network,” invited presentation, Satellite Packet Communications Session, AFIPS 1973 National Computer Conference and Exposition, New York, June 4-8, 1973.

“Evolution of the ARPA IMP,” invited lecture, Council of Ontario Universities Invitational Seminar on Resource Sharing Computer Networks, Montreal, May 21, 1972.

“The Interface Message Processor, Its Algorithms, and Their Implementation,” invited lecture, Journées D’Etude “Reseaux de Calculateurs,” Association Française pour la Cybernetique Economique et Technique, Paris, May 25 and 26, 1972.

“An Introduction to Computer Networks,” invited lecture, NEF Studiemote i Radioteknikk og Electroakustikk, Bodo, Norway, June 18-20, 1971.

Sponsored Reports (incomplete list):

Course notebook for “Personal PDCA,” (with Gary Burchill), Center for Quality of Management, 1998.

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“Designing Effective and Efficient Action,” Center for Quality of Management document, 1996.

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“Designing Effective and Efficient Action,” scriptwriter and presenter, 40 minute video tape, Center for Quality of Management, June 1996.

“Leader of the Day Guide: Day 4—Teams and Teamwork, and Designing Effective and Efficient Action,” Center for Quality of Management, revised May 26, 1996.

“Report of the CQM Study Group on Conversation,” CQM Report 5, August 15, 1995.

“ARPANET and Internet: A Bibliography of BBN Papers” (with Alex McKenzie and Frank Heart), 1994.

“TQM at BBN—An Introduction to Total Quality Management” (with P. Gulley, C. Scott, D. Shen, *et al.*), March 1991

"Presentation Materials — Center for Quality Management 6-day Course on TQM for Senior Managers," March, 1991.

"Tree Diagram Manual" (with S. Shiba and A. Graham), Center for Quality Management Document 4P, October, 1990.

"Center for Quality Management Initial Study and Plan" (with R. Butler, *et al.*), CQM Document 1I, April 20, 1990.

"ARPANET Completion Report" (with F. Heart, A. McKenzie, and J. McQuillan), prepared for the Information Processing Techniques Office of the U.S. Defense Advanced Research Projects Agency, January 4, 1978.

"BBN 606 IMP: Host-to-IMP Interface" (with B. Cosell, A. McKenzie, and A. Nemeth), BBN Report 3625, August 15, 1977.

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"CITINET Network Access Functional Specification" (with B. Cosell, A. McKenzie, and A. Nemeth), BBN Report 3455, December 1976.

Contributions to the "Telnet Protocol Specification" (A. McKenzie, J. Postel, *et al.*), May 1973, updated and revised in the *ARPANET Protocol Handbook*, Network Information Center document 7104, Stanford Research Institute, Rev. 1, April 1976.

"Feasibility of a Large, Secure, Pluribus-based Message System" (with A. Evans, M. Kralej, W. Mann, and R. Rettberg), in BBN Report 3339, July 1976.

"Pluribus Document 5: Advanced Software" (with W. Mann, S. Jeske, and C.R. Morgan), BBN Report 2931, April 1975.

"The Atlantic Satellite Packet Broadcast and Gateway Experiments" (with R. Binder and R. Rettberg), BBN Report 3056, April 1975.

"Network Design Issues" (with W.R. Crowther, F.E. Heart, A.A. McKenzie, and J.M. McQuillan), BBN Report 2918, November 1974.

"A Proposed Experiment in Packet Broadcast Satellite Communication" (with R.D. Rettberg), BBN Report 2891, September 1974.

"The Terminal Interface Message Processor Program" (with B.P. Cosell and N.W. Mimno), BBN Technical Information Report No. 91, October 1973.

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"Users Guide to the Terminal IMP" (with W.R. Crowther), BBN Report 2183, July 1972.

"Users Guide for the MAC Interactive Assembly and Debugging System," A/S Norsk Data-Elektronikk, Oslo, Norway, July 1971.

"Operating Manual for the Interface Message Processor" (with M. Thrope *et al.*), BBN Report No. 1877, February 1970.

"Specification for the Interconnection of a Host and an IMP" (with R.E. Kahn *et al.*), BBN Report 1822, June 1969.

"An Informal Note and Some Readings on Extensible Languages," Bolt Beranek and Newman Inc., BBN accession number 001.642 W162I, 1968, 389 pages.

"The Givens-Householder Method of Finding Eigenvalues and Eigenvectors of Real Symmetric Matrices," M.I.T. Lincoln Laboratory Technical Report No. 1967-51.

“UNIVAC 1219 Macro Assembler - Operating Instructions” (with C.W. Neissen), M.I.T. Lincoln Laboratory report MIT-LIN-62L-0097, September 26, 1966.

“Utility - An I/O and Debugging Package for the Univac 1218,” M.I.T. Lincoln Laboratory report MIT-LIN-62L-0052, February 24, 1965.

“LET System Coordinate Conversion (CCCORV),” M.I.T. Lincoln Laboratory report MIT-LIN-62L-0068, June 15, 1965.

“Some LET System Math Subroutines,” M.I.T. Lincoln Laboratory report MIT-LIN-62L-0061, April 26, 1965.

“Univac 1218 Paper Tape Listing Program,” M.I.T. Lincoln Laboratory report MIT-LIN-62L-0047, September 9, 1965.

ARPANET Requests for Comments:

#636—“TIP/Tenex Reliability Improvements” (with J.D. Burchfiel, B. Cosell, and R.S. Tomlinson)

#435—“Telnet Issues” (with B. Cosell)

#333—“Proposed Experiment with a Message Switching Protocol” (with R.D. Bressler and D. Murphy)

#s 61 & 62—“Note on Interprocess Communication in a Research Sharing Computer Network”; RFC #62 was reprinted as an appendix to *Packet Communication* by Robert M. Metcalfe, Peer-to-Peer Communications, 1996.

Additional RFCs on administrative topics—#716, #688, #687, #616, #611, #591, #548, #547, #534, #533, #457, #449, #440, #386, #365, #359, #297, #228, #65.

Published Reviews:

“Acceptance Trials for a Real-Time System” by M. Shain, Review No. 25,476, *ACM Computing Reviews*, Vol. 14, No. 8, August 1973, p. 359.

“Operating Systems: The Problems of Performance and Reliability” by B. Randell, Review No. 25,107, *ACM Computing Reviews*, Vol. 14, No. 5, May 1973, p. 250.

“A New Approach to Data Communications in the B6700” by C.S. Duke and M.J. McIntyre, Review No. 24,888, *ACM Computing Reviews*, Vol. 14, No. 4, April 1973, p. 191.

“Future Trends in Software Development for Real-Time Industrial Automation” by H.E. Pike, Review No. 24,217, *ACM Computing Reviews*, Vol. 13, No. 12, December 1972, p. 581.

“The Development of Process Control Software” by James D. Schoffler, Review No. 24,216, *ACM Computing Reviews*, Vol. 13, No. 12, December 1972, p. 581.

“Strategies for Operating Systems in Computer Networks” by Robert M. Metcalfe, Review No. 24,215, *ACM Computing Reviews*, Vol. 13, No. 12, December 1972, pp. 581.

“Approaches to Conversational Fortran” by D.W. Barron, Review No. 22,307, *ACM Computing Reviews*, Vol. 12, No. 12, December 1971, pp. 565-566.

“An Interactive Command Generating Facility” by Charles A. Grant, Review No. 20,133, *ACM Computing Reviews*, Vol. 11, No. 11, November 1970, p. 615.

“Data Structures and Their Representation in Storage” by M.E. D’Imperio, Review No. 18,275, *ACM Computing Reviews*, Vol. 11, No. 1, January 1970, p. 30.

Miscellaneous “appearances” (an incomplete list):

Mentioned in the Acknowledgments and in chapter 14 of *Coders at Work* by Peter Seibel (Apress, New York, 2009), and quoted in a back cover blurb.

Name in the Computer History Museum’s “Internet Timeline”:

http://www.computerhistory.org/internet_history/

Photograph of the 1969 “IMP Guys” team in *ZONES*, by Dominique Fortier, Roger Lazure and Emanuele Setticasì, Editions CEC inc., Montreal, 2007, p. 213.

Photograph with Ray Tomlinson, Alex McKenzie, Frank Heart and Leo Beranek (with us holding an enlarged photograph of the original “IMP Guys” team) at the Boston History & Innovation Collaborative’s June 4, 2007, event (see above category of *Pro Bono Professional and Technical Society Activities and Awards*), *The Sandwich Enterprise*, June 15, 2007, p. 8.

Tiny photograph of the “IMP Guys” appeared on page 48 of *Newsweek*, November 25, 2002.

Quoted on history and future of networked e-mail in article by Katie Hafner on pages F1 and F9 of *New York Times*, December 6, 2001.

Mentioned in *The Economist*, December 18, 1999, pp. 78-80.

Purportedly mentioned (I never found the article) in *New York Times*, Business Section, October 11, 1999.

Mentioned in “Fathers of Invention,” Michael Mattis, *Business 2.0*, October 1999, pp. 198-203.

Quoted on the technical history of the Internet in an article by Ross Kerber on pages D1 and D16 of the September 1, 1999, issue of the *Boston Globe*.

Quoted in an article entitled “Pioneers recall Net’s first steps,” ZD Net on WWW, Maria Seminerio, August 31, 1999.

Chapters T-1 and T-2 of *Production Operations management* by Thomas E. Morton, South-Western College Publishing, 1999, are condensed from *A New American TQM* by Shoji Shiba, Alan Graham and David Walden.

Interviewed as part of the PBS television documentary *Nerds 2.0.1*, on the history of the Internet, that aired on November 24, 1998; and quoted and described in the book of the same name, by Stephen Segaller.

Interviewed and quoted extensively for the best selling book *Where Wizards Stay Up Late—the Origins of the Internet*, Katie Hafner and Matt Lyon, 1996.

Also quoted and described in the following books: *Casting the Net* by Peter Salus, *Rescuing Prometheus* by Thomas Hughes, *A Brief History of the Future:—the Origins of the Internet* by John Naughton, and *Transforming Computer Technology: Information Processing for the Pentagon, 1962-1986* by Arthur L. Norberg and Judy E. O’Neill with contributions by Kerry J. Freedman, particularly chapter 4.

The Dream Machine by M. Mitchell Waldrop, chapter 7.

“Advertising and Customer Support in the Internet Era,” InternetMCI, Net Editors home page, April 1995, <http://www2.pcy.mci.net/whats-new/editors/index.html>.

Interviewed as part of “Future Media II” which was produced by Asahi Broadcasting Company and broadcast on July 19, 1995 on Japanese TV.

Photograph and name appeared in *Wired* magazine, with other Internet pioneers, December 1994, pp. 152-154.

Photograph and name appeared in the *Boston Globe*, with other Internet pioneers, starting on first page of Business Section and continuing on page A96.

Photograph appeared in *Newsweek*, August 8, 1994, with other Internet pioneers, pp. 56-58.

Photograph appeared in *Fortune* magazine, in “On your own time” column, with other senior business people who also juggle, mid-1970s.

Books I have published or collaborated in publishing:

*TeX’s 2**5 Anniversary*: see Publications section.

TeX People, see Publications section.

Visionary Leaders in Manufacturing, see Publications section.

Breakthrough Management, see Publications section.

To the Best of My Memory, an oral history of Velva Diede Walden, edited by Sara Walden, originally privately printed in 1990, republished electronically in 2001.

Recollections, an oral history of Margaret Coddington Cowles, edited by Sara Walden, original privately printed in 1882, republished electronically in 2009.