# Paul Robinson leaving Sandia after 10 years as President; Tom Hunter named successor

***Changes effective April 29; Paul to assist Lockheed Martin in bid for Los Alamos M&O contract***

It is a momentous change at the top that reverberates throughout Sandia and the entire DOE laboratory complex. Paul Robinson is leaving and Tom Hunter is succeeding him.

The announcement, a subject of internal rumors for some days, came Monday morning: The Sandia Corporation Board of Directors has named Tom Hunter President of Sandia Corporation and Director of Sandia National Laboratories, effective April 29. He will be Sandia's 12th president (see box, page 5).

Tom is Sandia's senior vice president for Defense Programs, with oversight of the Labs' nuclear weapons programs. He's the only person holding the senior VP rank.

He will succeed Paul, who came to Sandia in 1990 and has served as President and Labs Director since August 1995, ushering in a decade of relative stability and growth after the turbulent period of the early 1990s (see separate article, p. 6).

Paul will leave Sandia April 29 to assist Lock-

*(Continued on page 4)*

### *Inside*



PASSING THE BATON — Paul Robinson congratulates Tom Hunter during a special Large Staff meeting on Monday morning after Tom was announced as Laboratories President and Director. Tom succeeds Paul, who will assist Lockheed Martin with its bid for the Los Alamos National Laboratory management contract. (Photo by Randy Montoya)

## SNL ID numbers will increasingly be used instead of SSNs

***New take on an old idea***

Throughout most of its first four decades, Sandia used an employee number for identifying individual employees for record-keeping and other administrative purposes. A dozen or so years ago, the Labs began to move away from employee numbers to a Social Security Number-based approach.

Now, everything old is new again. The Labs has decided to dust off and update the employee ID number approach, expanding it to accommodate new mission requirements. And you already have been assigned your new number.

According to folks in HR Information Systems Dept. 3551 and Business Systems Support Dept. 9521, the move back to unique ID numbers different from social security numbers makes a lot of sense these days.

Due in part to recent increases in identity theft nationwide, the continued threat of counterintelligence recruitment, and other security issues, Sandia has decided to create what it is calling the Sandia National Laboratories Identification Number (SNL ID) to serve as the primary person identifier for people who interact with Sandia.

This new approach will significantly reduce the use and availability of Social Security numbers at the Labs. Certain systems, such as payroll, security, and benefits/savings plans, will continue to use SSNs. However, the SSN should not be required for system access. In addition, for Sandians there are areas outside the Labs' control — such as access to a DoD site or to a personal physician — where an SSN could still be required.

SNL ID Numbers were assigned to all persons

*(Continued on page 2)*

Sandia LabNews

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Sandia National Laboratories

## A letter to Sandians from Paul Robinson

*The* Lab News *invited Paul Robinson to share his thoughts with all employees. Here is his letter:*

***To All Sandians:***

It is a bittersweet moment to think that I am addressing this letter "to all Sandians" as perhaps my last letter to you as your President and Director. In my 15 years here, I have come to deeply enjoy the persona of being "a Sandian," and although I will remain on the Sandia Board of Directors, the idea of no longer being "a Sandian" will take some getting used to.

I have accepted a new challenge — to help Lockheed Martin in its bid to manage the Los Alamos National Laboratory. Our sister lab has experienced some very difficult times in recent years, and the Lockheed Martin management and I believe that — if we are successful in winning the Los Alamos bid — we can help to bring it back to levels of performance worthy of its glorious past.

A bid process is not a glamorous job, but it is a very demanding one. It is a process I learned to work within while I was in the private sector. The Los Alamos bid will be hard-fought. With my own past experience there, but much more because of the learning experiences we achieved together during my years at Sandia, the challenges seem much more tractable than I believe they will be for others.

I also think that in the next few years there will be ample challenges ahead for all of us in the nuclear weapons complex, as we adapt to a very different national security environment. But I go into this new assignment believing that the new endeavor will need me more than you do.

C. PAUL ROBINSON

I am excited about these challenges, of course. I've noted that Sandians always gravitate to the most daunting challenges — technical or managerial. The road back to great performance at Los Alamos will require everyone's best efforts, but you have already established an "existence principle" that great science and technol-

*(Continued on page 4)*

*Livermore police chief briefs Sandians on security awareness. Story on* ***page 3.***

*Sandia, University of Texas System formally ink MOU in Washington, D.C. See photo and caption on* ***page 8.***

*Truman distinguished lecturer spins vision of research utopia. See story on* ***page 12.***

# What's what

By now, we're all used to the grousing about lengthy lines at the base gates and even the occasional more-than-grousing — especially when the lines are long and slow. A little different take recently, though, came from a Sandian who said he was surprised to find a colonel — a "full bird," at that — checking badges and waving traffic through the Eubank Gate. And not just once, but twice. Must be the commander of Kirtland security forces, the Sandian thought.

Turns out he was not a security officer. He was a volunteer from a nonsecurity group, says Charlie Thomas, a former Kirtland AFB commander now working in Sandia's Corporate Plans, Studies, and Government Relations Dept. 12120 and serving as the lab's liaison with the base. And that colonel is not the only senior officer volunteering for gate duty.

Anyone — including civilians — can volunteer, get a couple of hours of training on procedures, and serve as a gate sentry. Charlie says there are always armed regular security people at the gates as backups, but the volunteers provide welcome relief to the security forces stretched thin by deployments in Afghanistan, Iraq, and other hot spots around the world.

If you'd like to volunteer to take a few turns on gate duty, call Master Sgt. John Sabo at 846-8752. He'll be happy to fill you in on details and get you headed for sentry duty at one of the base gates.

* * * * *

In the classic movie *Breakfast at Tiffany's*, Holly Golightly and Fred Baby are shopping for something elegant but cheap and a sales clerk shows them a sterling silver telephone dialer. In 1961, when the movie was in theaters, telephone dialers were not all that uncommon — although sterling silver ones weren't just lying around everywhere. But how many people today would know what you were talking about if you mentioned a telephone dialer?

Think about it. How many other things that we don't give a second thought to referencing are in the frames of reference of very few people these days?

Cowcatchers on trains, for example. Or Carter's Little Liver Pills, fender skirts, and curb feelers. Or from the song Moonlight in Vermont:

". . . telegraph cables, how they sing down the highway
"as they travel each bend in the road. . ."

We not only don't have telegraph cables anymore, but with today's interstate and similar major highway systems, we don't even have many bends in the road.

If you think of others, send 'em along and we'll share 'em.

* * * * *

Increased emphasis on security has made Sandia's handheld Hound sniffer something of a media star, and a recent University of Arizona mention of its explosive-sniffing capabilities generated a flurry of calls from reporters. When Contraband Detection's Dave Hannum (4118-2), who's been the designated Hound interviewee, took a few days off late last month, we wondered if maybe he was just tired of the media hounding him.

*— Howard Kercheval (844-7842, MS 0165, hckerch@sandia.gov)*

# Sandia's terrific support for citizen soldiers: A personal letter

*A Sandian about to be deployed to Iraq sent the letter below to Sandia President Paul Robinson. Paul wondered if it'd be appropriate to share with* Lab News *readers. The Sandian, a member of technical staff and Army National Guard soldier, agreed, providing we didn't identify him. Said he: "It would be fine with me to immortalize my ramblings in the* Lab News, *provided you do not use my name. I don't want people thinking I'm an upstanding, forthright, likeable citizen, nor person, when I've spent nearly 47 years perfecting my act to the contrary." — Editor*

Paul and Staff,

I wish to personally thank you for the outstanding support that you, LMC, and Sandia have shown for members of our Reserve and Guard units who have been called upon to serve our country. As an Army National Guard soldier who is getting ready physically, mentally, and financially for an impending 18-month deployment, including 12 months of combat deployment to Iraq, let me thank you from the bottom of my heart. One aspect of my deployment that was weighing heavily on my mind was the perceived financial hardships that my wife would be forced to bear. These hardships were looking to be severe enough to jeopardize our retirement plans including the potential loss of our hard earned "dream" retirement home. After talking with our benefits department, these fears were laid completely to rest. Sandia's exceptionally supportive policies including differential pay and vacation donations definitely go above and beyond what is required by law.

I know that you are aware of the recent award won by Sandia in this respect, but it truly is far more important than that. By relieving the stress associated with finances through the outstanding support that you give, you are not just doing the right thing, you are increasing our chances of coming back from combat in one piece. That is a very definitive bottom line. You and your staff should be proud of what you have accomplished and the message that you are sending to our citizen soldiers.

Please distribute this to your staff as appropriate so they can hear these words from a Sandian who will be eventually grateful. Thank you.

# SNL ID

*(Continued from page 1)*

(employees, retirees, contractors, visitors) in the current Person Table on April 1, and are now available to all systems for use as a primary identifier.

All functions and systems that use the SSN as a person identifier will have a two-year period to transition from the use of SSN to the new SNL ID. Thereafter, the SNL ID will be used for all means of identifying a person where SSNs are not necessary; SSNs will be fully protected from unauthorized use. Note that the SNL ID number is not intended to be private; its availability and use are open to all.

The SNL ID number became available for everyone to see on April 4, through the Sandia Directory. People can find their number by looking themselves up in the Sandia Directory and going to the detailed directory information linked to their name. A listing of SNL ID numbers by organization will also be available, by going to an organization and clicking on the Save Results to File link in the upper right hand corner of the SNL Directory.

According to Ed Saucier, Manager of HR Information Systems Dept. 3551, there are compelling reasons why the Labs has decided to create a new SNL ID number system instead of simply reinstituting the old employee ID number system. They include:

• The Labs today needs to assign numbers to a broader group of individuals than the old numbering scheme allowed.

• Fewer than 50 percent of on-roll employees can be identified by an old E-number.

• We can cost-effectively leverage off the existing Badge System numbering/ID scheme that identifies more than 90 percent of active contractors, employees, and visitors. *— Bill Murphy*

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LOCKHEED MARTIN

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# Police chief briefs employees on security awareness

By Nancy Garcia

In his second job as police chief, Livermore Police Chief Steve Krull gained two Department of Energy national laboratories on the edge of his jurisdiction, after having joked in his previous job that he had the number-one "terrorist target" in his vicinity, the Hershey's chocolate factory in Oakdale, Calif.


STEVE KRULL

In a talk at the California site on March 22 about counterintelligence and counterterrorism, he lauded employees for being particularly aware of suspicious occurrences and encouraged them to continue to keep awareness high.

"The vast majority of information comes to us from people who observe something and know and understand the risks," he said. "They see something that just doesn't seem right."

About one-fourth of the reports are referred on to the FBI or Department of Homeland Security for further assessment. A couple of suspicious persons have encountered law enforcement personnel in Livermore, where someone from the FBI watch list was arrested last May and a former Lawrence Livermore National Laboratory employee from the Philippines was deported with his brother as an "undesirable alien," Krull said.

There are a number of policing and security jurisdictions that impinge on the Labs. They include Sandia's contract security force, the FBI, Lawrence Livermore's security forces, the Alameda County Sheriff's Office and the California Highway Patrol (since Greenville Road and the Labs are in an unincorporated area), as well as intelligence agencies and the Department of Energy.

The main goal of operational security, Krull said, is to protect information, the facility, its physical assets, and the community. "The most important piece we're all trying to protect is you," he added.

In his view, that responsibility belongs to all of us, "and it doesn't end at the gate."

The concept of community-oriented policing and problem-solving to prevent crime and disorder is not new. In a couple of slides, he quoted principles of Sir Robert Peel from 1829, including: "Police are only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the welfare of the community."

Krull emphasized that the terrorist threat is here and real. He quoted Homeland Security Secretary Tom Ridge's statement from August 2003: "Terrorism is international in scope and local in execution. Every act is a local act but it may have international significance. . . . If we know what people are going to do, then we know what to look for. If you can predict it, then it's preventable."

Krull, in his job as Livermore's top cop for two years, is also the first vice president of the California Police Chiefs Association. There, he sits on a panel that guides the distribution of Homeland Security funding.

In his view, 9/11 really changed the world, but law enforcement's approach to deter wrongdoing is still very basic. "Partnerships and relationships are really what makes things work," he said. "None of us can do this alone."

**Sandia CaliforniaNews**

## Rigby named to Army Science Board

Randy Rigby, Deputy for DoD Systems Analysis and Strategy (15000), has been appointed to the Army Science Board (ASB).


RANDY RIGBY

Randy, a retired US Army lieutenant general, is a key member of the National Laboratories' Future Combat System (FCS) Integrated Support Team that supports the Army's Unit of Action Program Office and works on several programs for Sandia in support of DoD. In addition, he works on Sandia's Kitchen Cabinet, helping with the Labs' strategic planning process. He served on both the Army and Joint Staffs in the Pentagon, was the chief of artillery and commander of Fort Sill, Oklahoma. When he retired, he was the deputy commanding general of the Army's Training and Doctrine Command.

For the past two years he served on the Army Science Board and the Defense Science Board as a consultant. Last year he co-chaired, along with Gil Herrera (14100), the Army Science Board Summer Study on Joint Urban Operations. This year Randy was selected to co-chair another Summer Study on Modular Force Technology and Balance.

"I am very pleased to be able to continue to work with the Department of Army on the many challenges they are facing in transforming," Randy says.

Randy says the summer study on technologies for the modular force will assist the Army's transition to a lighter, leaner force. In the next few weeks he will travel to Ft. Hood, Texas, to meet with key personnel in the First Cavalry Division, just back from Iraq, and the 4th Infantry Division, currently undergoing redesign, so he can recommend changes and new technologies to assist with the transformation.

The ASB's mission is to provide the Army with independent and unbiased advice on science and technology issues that are strategic in nature and important to large segments of the Army.

The ASB is composed of individuals from the private sector, academia, and non-DoD government agencies. Members are selected according to their pre-eminence in their respective fields and appointed to serve by the Secretary of the Army. Two other Sandians are currently members of the ASB: Executive VP Joan Woodard and Director of Manufacturing Science and Technology Gil Herrera. — *Michael Padilla*

## Manager promotions

**Manoj Bhardwaj** from PMTS to Manager, Vulnerability Analysis Mod/Sim Dept. 4143.

Since joining Sandia in October 1997, Manoj has had experience in massively parallel computing, structural dynamics, and finite element analysis. His work has been mostly in Computational Solid Mechanics and Structural Dynamics Dept. 9142, working on massively parallel engineering sciences software.


MANOJ BHARDWAJ

Manoj has a BS, and MS, and a PhD in aerospace engineering from Virginia Tech.

* * *

**Tedd Rohwer** from PMTS, W76-0, W88 Systems Engineering Dept. 2138, to Manager, Radar Fuzing Dept. 2353.

Since joining the Labs in July 1996, Tedd has worked in the Air Delivered Weapons, Aircraft Compatibility, Telemetry & Instrumentation, Use Control, Advanced & Exploratory, and W76 & W88 Systems Engineering Departments.


TEDD ROHWER

He has a BS in electrical engineering from Embry Riddle Aeronautical University, Prescott, Ariz., and an MS in electrical engineering from GMI Engineering and Management University, Flint, Mich.

## Feedback

*Q: I have noticed with regular frequency that there seems to be a total disregard of the requirement for "No Parking Within 20 Feet" of the Area I perimeter fence along the west side of the cafeteria. Almost every day between the hours of 11 a.m. and 12:30 p.m. there is at least one US Government vehicle parked in this area. Almost exclusively they are maintenance vehicles or delivery vans. Are government vehicles not required to adhere to this requirement?*

A: Drivers of government vehicles are required to adhere to the 20-foot requirement from a security perimeter fence as well as all other signs regarding parking/traffic rules. It is often very difficult for us to identify drivers of government vehicles in a timely manner. However, I will contact my shift captain and we will place a patrol unit in the vicinity of the Area 1 perimeter fence during the time identified to address violators of this rule. Thank you for bringing this security issue to our attention. — *Mark Jamsay (4211)*

* * *

*Q: Whenever I need computer support, I can always remember the "CCHD" part of the number but I try 844-CCHD and get a recorded message that it is 845-CCHD that I need to call. Since we are already using that number, why don't we just call forward 844-CCHD to 845-CCHD?*

A: Your point is well taken and your suggestion has been implemented. Thanks to the Telecommunication Group now when you dial 844-2243 or 284-2243, these calls route directly to CCHD as if you had used the 845 prefix.

Also, as you mentioned, CCHD is easily remembered; subsequently, a quick dial has been activated. Simply dial CCHD (2243) from any Sandia telephone to be connected with the Corporate Computing Help Desk.

— *Steven Sanchez (9622), CCHD Project Manager*

# Transition

*(Continued from page 1)*

heed Martin Corporation in preparing its bid to DOE for the management and operating contract for Los Alamos National Laboratory. Paul said

*"Tom is a man of great intelligence and extremely high integrity. He has a deep and thorough understanding of the national security needs of the nation, the complex missions of the laboratory, and he cares about the people who work at Sandia."*

**Michael Camardo**

Monday the bid will list him as the LANL director and he will serve as director if Lockheed Martin wins the bid.

Lockheed Martin announced its intention to make that bid just two weeks ago (*Lab News*, April 1). The current M&O contract for LANL, now held by the University of California, expires at the end of September.

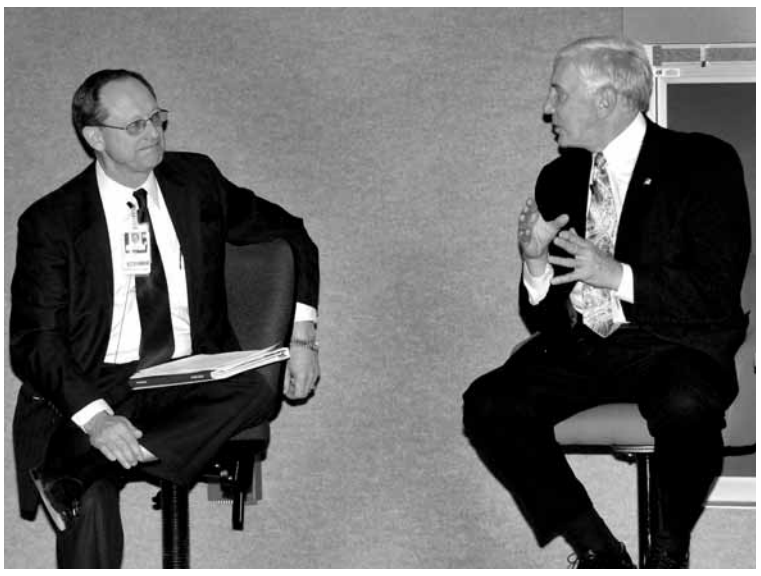
## More changes expected later

Tom said Executive VP Joan Woodard will take over Tom's duties as head of Sandia's Nuclear Weapons Program. She will also remain Executive VP and Deputy Director during the transition.

Additional management changes are expected later.

"We are thrilled Tom Hunter has agreed to accept the position of director of Sandia National Laboratories," said Mike Camardo, Sandia Corporation Board Chairman and executive vice president of Lockheed Martin Information and Technology Services. "Tom is a man of great intelligence and extremely high integrity. He has a deep and thorough understanding of the national security needs of the nation, the complex missions of the laboratory, and he cares about the people who work at Sandia."

Camardo praised Paul for demonstrating great vision during his 10-year tenure as Sandia's director. "Paul kept Sandia on a steady course toward excellence, ethical behavior, and a better quality of life for its employees and the local community. Sandia consistently received high ratings from our customer, the Department of Energy. This record reflects well upon Paul and the leadership team he put together to manage Sandia," he said.



TOM HUNTER and Paul Robinson during announcement meeting at the CNSAC Auditorium on Monday. (Photo by Randy Montoya)

DOE Secretary Samuel Bodman had praise for Paul. "While director of Sandia, Paul has overseen important contributions to our national security and defense. He has provided strong stewardship of the nuclear weapons complex and has helped Sandia build its technology base to respond to emerging threats. Paul has a strong science and management background that has served this country well and I thank him for his service."

NNSA Administrator Linton Brooks likewise had kind words: "Paul has helped Sandia become one of America's premier laboratories as the lab has been instrumental in NNSA's efforts to maintain a nuclear weapons stockpile that is safe, secure, and reliable. His leadership and vision will be missed."

Tom, whose PhD is in nuclear engineering from the University of Wisconsin, has held a variety of positions since coming to Sandia in 1967 (see story on next page). In his most recent post, he has led Sandia's Defense Programs, which encompasses about 60 percent of the Labs' $2.2 billion annual budget. From October 1995 to March 1999, he served as vice president of Sandia's California site and leader of Sandia's nonproliferation programs.

Tom said the core mission of Sandia will continue to focus on maintaining the nation's nuclear weapons stockpile. As a premier national security laboratory, it also will continue to develop technology solutions for the challenging problems that threaten peace and freedom at home and abroad.

Tom said his vision for the laboratory is based on the principles that national security is Sandia's first and primary business, that Sandia's employees are its most important asset, and that Sandia will always be a good corporate citizen in that it values strong, positive relationships with its communities and partners.

## A unique heritage and capabilities

"Sandia has a unique heritage and capabilities, from advanced failsafe technologies, processes, and systems to ensure the safety and security of our nuclear arsenal, to our growing efforts in microsystems, simulation and modeling, homeland security technologies, materials development, energy, and water," he said. "I have great confidence that, with the continued support of our outstanding employees, Sandia will continue to be a laboratory that provides exceptional service in the national interest."

During an early morning meeting on Monday with Large Staff (VPs and Directors), Tom talked about what he calls "our quest for operational excellence in all the Labs does," adding, "We have some serious challenges to deal with, particularly with employee safety." At the same time, he said, the Labs has made notable strides in areas such as security.

"Our actions over the next several weeks," he added, "will be fairly deliberate with some short-term and long-term goals." Some of those short-term goals, he explained, will be defining some principles about organizational structure. "Based on those principles we'll name a set of roles and functions for the Labs and a set of individuals to carry them out."

## Domenici, Bingaman on Sandia management changes

New Mexico's two US senators issued statements Monday on the management changes at Sandia.

"I believe Paul Robinson's decision is significant because of the expertise he will bring to the Lockheed Martin bid," Sen. Pete Domenici said. "Paul has worked at Los Alamos, and he has been a terrific director at Sandia. I'm sad he's leaving Sandia, but his departure and new role certainly tells me that Lockheed Martin is intent on putting together a competitive bid. I think he will play a formidable role, and I think he helps the Lockheed Martin proposal immensely.

"The bidding for the Los Alamos contract will be competitive. My ultimate interest is in having the new contract end up being the best for the lab workers, pensioners, and, of course, the lab in its totality. I think the University of California and Lockheed Martin, and possibly other interested parties, are working toward this goal.

"I look forward to working with Tom Hunter as the new director at Sandia. This is a superb choice, and I think his experience in heading the weapons program at Sandia puts him in a good position to do well as director."

Sen. Jeff Bingaman acknowledged the outstanding work that Paul Robinson has done at Sandia, and he expressed confidence in Paul's successor, Tom Hunter.

"Paul Robinson has been a dynamic and highly effective director of Sandia National Laboratories," Bingaman said. "Given his depth of experience at Sandia and Los Alamos, it comes as no surprise that Lockheed Martin would tap him to prepare its proposal for the management of the LANL contract. We are fortunate that a strong and capable team, led by Tom Hunter, will be in place to manage Sandia as Paul takes on his new assignment."

# To all Sandians

*(Continued from page 1)*

ogy are not incompatible with excellence in management and accountability. I believe that your best efforts have made the Sandia/Lockheed Martin model the finest example of the government-owned, contractor-operated [GOCO] relationship in the entire federal government. I look forward to making the case that a similar relationship at Los Alamos can likewise serve the nation's interests better than any alternative.

I've been around long enough to know that in a large institution, rumor and speculation will both precede and swirl around any corporate announcement of this kind. Some of what you may have heard is true; some almost certainly isn't. We began exploring the idea of a Los Alamos bid last year, and a number of changes took place recently that convinced us to move ahead. I want to tell you one thing that isn't true: my decision to leave Sandia does not represent an abandonment or a spurning of the Labs for a more glamorous suitor. Quite the contrary. I believe that because of the close coupling of the work of our laboratories, helping folks at Los Alamos to find a more successful path in the years ahead will serve your interests as well as theirs. And frankly, after my years at Sandia, I would reject the idea that any other laboratory could be a more "glamorous suitor."

I have no doubts whatsoever about the ability of the new leadership here to continue to take Sandia to far greater heights. The team I have had the pleasure to lead is the finest with which I have been associated. They are ready and capable, and I know you will give Tom Hunter and his leadership team the same dedication and support you have given me.

Sandia is an outstanding organization made up of the most remarkable and visionary people I have ever had the privilege to know. While I will doubtless miss my life here at Sandia, I will miss each of you most of all.

Nothing I do in the future can ever change the enormous respect I carry with me for all of you and your extraordinary contributions to our country.

## Joan Woodard to helm NWSMU

Joan Woodard, executive VP and Labs deputy director since March 1999, will remain in that capacity at this time. Next Labs Director Tom Hunter announced Monday that in addition to remaining as EVP during the transition period, Joan will also assume responsibilities for the Nuclear Weapons Strategic Management Unit, previously led by Tom.

# Tom Hunter brings decades of research, engineering, and leadership experience to Labs' top position

Tom Hunter, who joined Sandia in 1967 as a member of the technical staff working in advanced weapons systems concepts, has served in a number of leadership capacities closely related to the Labs' core missions.

Before being named Sandia President and Laboratories Director on Monday (the appointment takes effect April 29), Tom served most recently as Senior VP and head of the Sandia Nuclear Weapons Strategic Management Unit. In that capacity, he has been responsible for nuclear weapons-related work accounting for some 60 percent of Sandia's $2.2 billion annual budget.

SANDIA LABS DIRECTOR DESIGNEE Tom Hunter with some of the weapon shapes Sandia worked on during his tenure as chief of the Labs' Nuclear Weapons Strategic Management Unit. (Photo by Randy Montoya)

## Diverse responsibilities

As head of the NWSMU and VP of Division 9000, Tom's responsibilities have included oversight of research programs in microelectronics, materials science, engineering science, computer science, and pulsed power; nuclear weapons engineering; information systems and technology; production and manufacturing; advanced computing, computational engineering science, environmental testing, corporate information systems, and systems integration.

From October 1995 to March 1999 he was VP at Sandia's California site. His responsibilities there included managing programs in nuclear weapons R&D, nonproliferation, advanced manufacturing technology, information systems, environmental technology, and energy research. As site manager in California, Tom was responsible for community and government outreach. He also served as corporate leader of development for nonproliferation, arms control, and materials management programs.

In earlier positions, Tom was Director of the Energy and Environment Program Center, where he coordinated Sandia's activities in energy development and environmental quality. He emphasized international energy and environment development and supporting information systems. He led Sandia and US DOE laboratory programs to establish cooperative R&D programs in the former Soviet Union to support nuclear nonproliferation.

Tom also served as Director of Nuclear Waste Management and Transportation, Manager of the Yucca Mountain Project, and leader of the R&D Program for the Waste Isolation Pilot Plant, respectively. He was responsible for developing advanced technology for underground nuclear weapons testing, reactor safety programs, and fusion engineering.

## A time to dream big

Four months ago in the Dec. 10, 2004, *Lab News*, Tom recalled his early days at Sandia. "It was a time . . . when you were only limited by your imagination. It was a time in which you were able to dream big and think of things that had thought to be impossible and how one might do them . . . ."

In that same story, Tom recalled how tackling the large, complex engineering challenges of the weapons program immersed him in the Sandia culture: "As a formative thing for a staff member, it allows you to face the depths of apparent failure and the heights of apparent success, all in a period of a matter of months. We taxed the entire laboratory, including the procurement organization — they had to do things in unprecedented timeframes. The experience, more than any other, probably formed my impression of what it means to work at Sandia."

*"We need to make sure we're working in the proper management regime. That is to say, we must have and maintain the ability within the Laboratory to think outside the box and be more observant, as opposed to simply responding to a series of tasks defined by our customers. It's the difference between mission and task."*

**Tom Hunter, *Lab News* interview, Oct. 17, 2003**

In a *Lab News* Q&A in October 2003, Tom talked about the things he finds most satisfying about his job: "The most rewarding part of the job is clearly teamwork that has an impact. The ability for the laboratory to team together, particularly across the Nuclear Weapons Leadership Council, to achieve a common goal with the other laboratories for example, is very rewarding. The other thing that's rewarding is to be able to represent Sandia in numerous outside forums. Being engaged in the national debate, representing Sandia, is extremely rewarding because we have an excellent reputation and we're viewed as people who deliver and who think deeply."

## New staff and powerful vision for MESA

"Another [satisfying aspect of the job] is the new staff. We've made a deliberate effort to bring new staff into the weapons program. We've seen significant new blood in the Laboratory and they bring ideas and energy that we really need."

Under Tom's stewardship as head of the NWSMU, Sandia's largest construction project ever, MESA — the Microsystems and Engineering Sciences Applications complex — moved from vision to reality. During the MESA groundbreaking ceremony, Tom spoke about the MESA vision:

"The [MESA] vision was simple! It was based on three ideas:

• "Imagine how engineering and the engineering of nuclear weapons could be revolutionized by creating the design environment of the future.

• "Imagine how modeling and simulation through the truly remarkable power of supercomputers can enable that environment.

• "Imagine how integrated microsystems can allow a whole new level of function and flexibility in the nation's nuclear deterrent.

"Imagine then how revolutionary the best of these three ideas would be if brought together in one place. That is the vision of MESA. Today we celebrate that vision and dedicate this place and ourselves to making it real."

Tom has been active in leadership roles outside the Labs, as well. He served as a panel member for the National Academy of Sciences' National Research Council, as well as the chair for the Board of Visitors for the Dean of the College of Engineering, University of California at Davis. He serves on the Engineering Advisory Board for the University of Florida, and is the author of numerous technical papers and presentations. He has served on various review groups with other DOE laboratories. Earlier, he was an adjunct professor at the University of New Mexico.

Tom earned a BS in mechanical engineering from the University of Florida, an MS in mechanical engineering from the University of New Mexico, and an MS and PhD in nuclear engineering from the University of Wisconsin. Tom was recognized as a distinguished alumnus by the University of Florida and the University of Wisconsin.

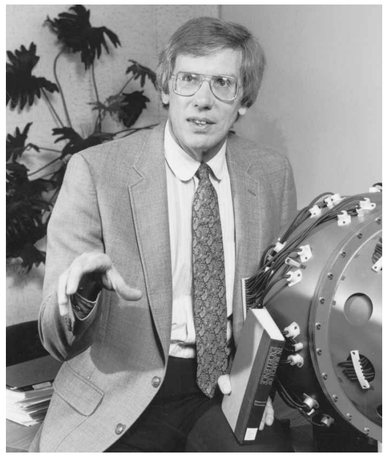
## *Sandia's Presidents*

George Landry . . . . . .1949-1952
Donald Quarles . . . . . .1952-1953
James McRae . . . . . .1953-1958
Julius Molnar . . . . . .1958-1960
"Monk" Schwartz . . . . . .1960-1966
John Hornbeck . . . . . .1966-1972
Morgan Sparks . . . . . .1972-1981
George Dacey . . . . . .1981-1986
Irwin Welber . . . . . .1986-1989
Al Narath . . . . . .1989-1995
Paul Robinson . . . . . .1995-2005
Tom Hunter . . . . . .2005-

*Note: Before 1949, Sandia was a small branch ("Z" Division) of Los Alamos. The directors were Jerrold Zacharias (1945), Roger Warner (1946), Robert Henderson (acting, 1947), and Paul Larsen (1948-1949).*

# Paul Robinson: 10 years of accomplishment as President

## *Paul's decade-long tenure as Labs Director came after and during turbulent times for Sandia but brought stability, growth, and recognition*



PAUL in his former career at Los Alamos National Laboratory. He is holding the book *In Search of Excellence.*

*Story by Bill Murphy*

When Paul Robinson came to Sandia, the Berlin Wall had just come down, the Soviet Union was reeling, careening toward history's dustbin, and the nuclear weapons establishment was beginning — beginning — to think about the challenges of a post-Cold War world.

Paul, who had worked at Los Alamos National Laboratory from 1967-1985, became head of its primary weapons programs by 1980. After a brief stint in the private sector, he was appointed by President Reagan in 1988 as the US Ambassador to nuclear testing talks with the Soviets in Geneva, Switzerland.

And then to Sandia.

His technical fluency, his ambassadorial cachet, and his reputation for deep thoughts about issues regarding nuclear weapons, made him a perfect fit for the new post-Cold War thinking and leadership the Labs sought.

Upon joining Sandia as director of the newly created Systems Analysis Center in October 1990, Paul said, "I'm particularly excited to be able to work with Sandia systems analysts to think through, in considerable depth, new directions in defense and other areas that would make the most sense for the US."

### A new VP for a new division

Paul advanced quickly from his director position to a newly created VP slot: Vice President of Laboratory Development. The new Division 4000 was part of a major organizational shuffle that took effect Aug. 1, 1991. That new group, said Labs President Al Narath, would have major responsibilities in quality, change management, strategic planning, tech transfer, coordination with political and military leaders, and development of new Labs-wide information systems. It was, in short, the organization that would play a key role in defining and shaping a Sandia Labs for the 21st century.

Between the time he became VP and when he was appointed to the top Labs position in August 1995, Sandia was in the midst of dramatic readjustments. Just a few high points of those eventful years: The Tiger Team reviews had just been completed and their impact was being felt throughout the Labs. CRADAs — cooperative research and development agreements — and technology transfer efforts in general — encouraged by 1989 legislation sponsored by Senators Pete Domenici and Jeff Bingaman — were assuming a larger role in the Labs' strategic planning. Quality process management became much more formalized. AT&T, the Labs' steward for 44 years, announced it wouldn't seek to renew its no-fee contract to manage the Labs after Sept. 30, 1993. After a complex, competitive, DOE-managed bid process, Martin Marietta was awarded the contract to manage Sandia, bringing its own distinctive culture and managerial style to the Labs. Shortly thereafter, Martin Marietta merged with fellow defense contractor Lockheed Aircraft to form Lockheed Martin.

PAUL ROBINSON got off to a fast start as Labs president, here helping to drum up support for the Employee Contribution Program.

AMBASSADOR Robinson meets his Soviet counterpart during arms control talks in Geneva.

PAUL and his senior management partner for the past six years, Executive VP and Labs Deputy Director Joan Woodard.


PAUL ROBINSON at the news conference announcing his appointment as Labs Director, Aug. 4, 1995. (Photo by Randy Montoya)

### Galvin Commission

While this was going on, the post-Cold War role of the nation's weapons labs and their operation also came under scrutiny from the so-called Galvin Commission. The outcome of that commission report was a wake-up call that the national labs needed to become much more efficient and businesslike in their operations. The long-term impact of the commission findings still affect, at least indirectly, the ways Sandia conducts business.

Meanwhile, technical strides continued to be made in a wide range of emerging technologies — microelectronics, computing, materials, sensors, across the entire spectrum of the labs portfolio, really. And a first-ever visit by Sandia scientists and engineers to a secret science city in the former Soviet Union marked the beginning of cooperative relationship that continues to this day.

### 'I am delighted'

Against this background — only the broadest-brush picture of the Labs' state at the time — came a momentous announcement, momentous especially for Paul: Al Narath would step down (or step up, as he moved to a key management position with Lockheed Martin) and Paul Robinson, the former ambassador, the PhD physicist, and former Los Alamos weapons chief, would become Sandia Labs Director and President of Sandia Corporation. The date was Aug. 4, 1995.

"There is no question in my mind that what Al [Narath] is passing to me is the world's number one laboratory," Paul told the *Lab News* the day of his confirmation by the Sandia Corp. Board of Directors. "I am delighted. And I am challenged to try and see how we can make it better." Joining Paul as Executive VP was John Crawford, who was serving as VP of the Sandia/California site. Later, when John retired, Paul tapped Joan Woodard as his Executive VP, a position she still holds today.

### Problems and controversies

Within days of his promotion, Paul was greeted with the first of several major problems and controversies that arose during his tenure. The Labs had made a decision to bring the World Wide Web, because of its limitless promise as a tool for information sharing, to desktops across the Labs. Fast on the heels of that decision, the Labs was hit by a computer misuse flap, caused by some employees downloading inappropriate materials from the web.

In ensuing years, other controversies — not all Sandia-specific, to be sure, because some involved the entire nuclear weapons complex — involved polygraph testing, security lapses, and diversity challenges (specifically, alleged security profiling of Asian- and Pacific Island heritage-Americans in the wake of the Los Alamos Wen Ho Lee case).

Paul, characteristically, addressed each controversy straight on, openly, and with no-nonsense leadership. In a memorable comment during a diversity standdown mandated by DOE, Paul addressed the issue of less-than-professional treatment of underlings by some Sandia managers. He said, bluntly and very publicly, that rudeness from the top down is not acceptable at Sandia. "That's bull****," he said with a fervor that left no doubt he meant it.

### First among equals

During his tenure as Sandia President and Labs Director, Paul belonged to a very small fraternity — directors of America's three nuclear weapons labs. And although his colleagues at Lawrence Livermore and Los Alamos were highly accomplished and capable leaders, there was a perception — and not just among Sandians — that Paul was the first among equals in that club. His stature, physically as well as in reputation and accomplishment, made him an always-compelling advocate, champion, and representative of the weapons labs during frequent congressional testimony and interactions with the congressional delegation.

Paul had sat across the table from the Soviets during many arms control negotiation sessions in Geneva, so it isn't surprising that he became a leader in the effort to increase contacts and cooperation between DOE labs and their Russian counterparts in the post-Cold War years. Under his leadership, Sandia established relationships with Russian labs that continue to advance the causes of nonproliferation, nuclear waste management, and, in a recent initiative, major cooperation to advance the vision of a global nuclear future.

The most electrifying event during Paul's tenure, of course, was the attack on the World Trade Center and the subsequent American response. By interesting coincidence, Paul, during a brief stint in the private sector after leaving Los Alamos, had actually worked in the WTC. The attacks were very personal for him. As he wrote in an invited front page letter to all Sandians in the Sept. 21, 2001, *Lab News*: "For me, the memories were particularly stark and painful. From late 1985 until early 1988, I sat at the southwest corner of the 93rd floor of Tower Two. Every day since the tragedy, the faces flash through my mind of all the people who were likely there that morning — what has been their fate?"

IN THE POST-COLD WAR era, Paul worked closely with the New Mexico congressional delegation, including Sen. Pete Domenici, to assure continued political support for the Labs' core national security mission. (Photo by Randy Montoya)

### 'Who will now rise to avenge . . .'

And he concluded, at the end of his thousand-word open letter and meditation: "And with all of the deaths — in Washington, in New York, and with those who perished in the airplane that took a sharp plunge to the ground outside Pittsburgh — our nation faces a great crisis.

"Who will now rise to avenge their deaths? Who will create the means of preventing or blunting such attacks in the future? Who will devise the new means of protecting our air travel systems and restoring our 'open and trusting' ways of life? Who will design the buildings of the future to still be just as beautiful as those we lost, but prove even more protective of the lives inside? Further, who will step forward to 'wage peace' by grappling with the fundamental problems that divide mankind and succeed in securing a lasting peace with freedom for all? These tasks are not ours alone, but they indeed are our challenges, just as surely as there is any truth in our belief that science and engineering have an enormous power to make the world a better place. This week the trumpet has sounded the call for 'exceptional service' louder than at any time in our lives. Let us answer the call."

PAUL ROBINSON discusses Labs work with former Secretary of Energy Spencer Abraham (left). At right is Lockheed Martin executive Mike Camardo. (Photo by Randy Montoya)

FIRST TEAM — Paul Robinson and Executive Assistant Jane Elson (above) made a formidable team. After Jane retired, Trudy Blake didn't miss a beat, putting her own distinctive stamp on the position.

That rousing call set the stage for Sandia to become a key partner with the new Department of Homeland Security to find technological answers to pressing national security issues. Indeed, before the week of the attack was out, Sandians were working 24/7 to begin to answer the call.

In the subsequent years, Sandia technology has been brought to bear against America's enemies in the wars in Afghanistan and Iraq. Lives have been saved and millions of Americans' lives made safer as a result of work that, even now, is still really in its infancy.

### The work and the people . . . always the people

Paul leaves Sandia while it is in the midst of its largest construction/infrastructure project of its 50-plus-year history. The MESA project is well on its way to completion. Paul — along with key labs associates like Senior VP Tom Hunter (named this week to succeed him) and political supporters like Sen. Pete Domenici and others — has championed and shepherded MESA through the convoluted passageways of the Washington funding maze.

MESA, along with major nanotechnology infrastructure investment (represented by the Center for Integrated Nanotechnology), a robust supercomputing initiative (Red Storm, the latest in a long line of blazingly fast Sandia supercomputers, will come on line this year), and a rapidly expanding capability in the biosciences, combined with Sandia's traditional competencies across a wide spectrum of science and engineering fields, provide compelling evidence that, even in the midst of political storms and foreign wars, under Paul's leadership, the work came first.

The work — and the people . . . Because Paul, for all his technocratic credentials, ultimately has been a man who leads from the front, who moves and inspires people to do their best and to live up to the Labs' original challenge: to provide exceptional service in the national interest.

# Sandia to implement Environmental Management System

By Chris Burroughs

Between now and December Sandia will implement a process for taking better care of the environment and reducing corporate liabilities.

This will involve a proactive approach to ensure that environmental impacts of Sandia's work are evaluated, waste is minimized, long-term stewardship of resources is carried out, and environmental performance is continuously improved. The process, called Environmental Management System (EMS), is part of the Integrated Safety Management System (ISMS), which directs Sandia to plan work, analyze hazards, control hazards, perform work, provide feedback, and make improvements (as defined by the star everyone wears with their badges).

Darlene Moore (6334), the EMS team leader, says Sandia is required to implement an EMS as part of ISMS by Dec. 31. This was mandated by DOE Order 450.1, the Environmental Protection Program, which was added to the Sandia prime contract in July 2003.

Part of the process this year involved each division performing an environmental risk assessment. Teams consisting of a subject matter expert from Sandia's environmental group, a customer support environmental protection representative, and ES&H coordinators studied environmental risks in each division.

"The division teams identified environmental hazards and looked for ways to reduce the environmental risks," Darlene says. "Then they submitted reports to the EMS Project core team, which were used to create information slides for each division."

The slides, which should be completed this month, contain general EMS information with details specific to divisions. They will be provided to division ES&H coordinators who will disseminate the information to employees via all-hands meetings, e-mail, or division training.

The information will help in planning ways to improve significant environmental risks identified.

"Before doing the division analysis, our EMS project core team did a site environmental risk assessment," Darlene says. "We identified 20 environmental hazards. Then we went to the divisions to see if they identified the same hazards or found new ones. No new environmental hazards were discovered."

Darlene says that no surprises were found in the analysis.

"People are already using systems in place, but we can always improve," she says.

Examples she gave of "systems in place" are people using on-line forms for reporting hazardous waste disposal as well as people automatically recycling toner cartridges, and batteries. In addition, new buildings are built with more efficient systems and recycled materials.

The analysis showed that many older Sandia buildings are not set up to monitor electricity and water use. As a result, divisions were not easily able to provide feedback about how much energy and water their buildings were using.

## Successful positive environmental endeavors

While always striving to do better in the environmental arena, Sandia has had its recognized successes. It has won several Green Zia awards, presented by the New Mexico Environmental Department to state businesses and organizations that achieve environmental excellence by reducing waste, preventing pollution, saving money, and improving management processes. Here are programs at Sandia that won Green Zia Awards:

• In 2000 Sandia's Steam Plant won a Green Zia Award for increasing plant efficiencies that improved chemical, fuel, and water usages and reduced air and water pollution while saving money.

• In 2002 Sandia's custodial services won a Green Zia Award for recycling 200 broomsticks that were turned into mulch. They also reduced the number of cleaning chemicals used from 119 to 15.

• In 2002 Depts. 14181 and 14186 (the Machine Shops) won a Green Zia Award for reducing waste by 35 percent. In addition, the chemical tracking and waste minimization initiatives have reduced the number of chemicals and cleaning solvents by 50 percent.

## Earth Day

Sandia was scheduled to celebrate Earth Day from 11 a.m. to 2 p.m. on April 14 at the Steve Schiff Auditorium (National Earth Day is April 22). "Water for Life" was the theme.

Speakers were to include Sandian Howard Passell (6115), discussing system dynamics modeling for sustainable resource management application to the Middle Rio Grande, and Steve Gray of the US Geological Survey talking about long-term perspectives on extreme climatic events in the Southwestern United States.

From 11 a.m.-2 p.m. a "Bar-B-Q on Wheels" was to be set up.

The Environmental Management Systems group was among several local organizations with booths and exhibits.

## Everyone can help

Everyone can help better manage the environment for future generations. Actions you can take now include:

• Know Sandia's ES&H Policy (CPSR400.1).

• Buy green purchasing products through Sandia's Just-in-Time (JIT) system.

• Recycle used paper and toner cartridges.

• Conserve energy and water when possible.

• Look for pollution-prevention opportunities.

• Integrate environmental improvements in work controls.

• Take environmental training through ES&H awareness (ES&H100) and Hazardous Waste & Environmental Management (ENV-112).

# Memorandum of understanding with U of Texas System signed in Washington

STRATEGIC BOND — Sens. Pete Domenici, R-N.M., and Kay Bailey Hutchison, R-Texas (standing), and Sandia President and Laboratories Director C. Paul Robinson and University of Texas System Chancellor Mark G. Yudof officially signed a multifaceted memorandum of understanding (MOU) last week in Washington, D.C. The MOU calls for the UT System to develop and implement an independent peer review process for Sandia's science, technology, and engineering programs (*Lab News*, Feb 18). Paul says the agreement strengthens the strategic relationship, created several years ago between the University of Texas System, Lockheed Martin Corporation and Sandia. (Photo by Michael Warden, University of Texas)

# Going crazy gives way to multitasking for Betty Boop

By Iris Aboytes

The alarm goes off and my day begins. Before I get out of bed I scan and visualize my calendar. Will I meet a world leader or will I solve the problem that will make me famous? I hope the day will bring me joy and happiness.

Before I leave the house, I go down my list. Do I have my lunch? Do I have my notes? Did I get dinner started? Do I have my workout bag? Get ready! Get set! Go! Some days begin like a race.

I drive to work thinking about what I am going to do first. I am in a hurry to get to the office so I can hurry and get started. I used to call it going crazy. Now I realize that I have been multitasking. My mother used to say, "*traigo la mente volando*" (my mind is all over the place). Words come out of my mouth at the same time. They are all there, but in no particular order. My friends and coworkers can understand me. I have given them a decoder.

I read a report on the different kinds of accidents at Sandia. Tripping was at the top of the list. In my arrogance, I automatically blamed the sidewalks and how they have expansion joints and those little pebbles just should not be there. When I am in a hurry, my engine goes full throttle and I don't bother to turn on the headlights. How can I possibly see where I am going?

When we were children our minds were focused on one thing — playing. Now we are spouses, parents, children, and members of the work force. Why do we all try to be the best at all of these? I guess because second best just doesn't cut it.

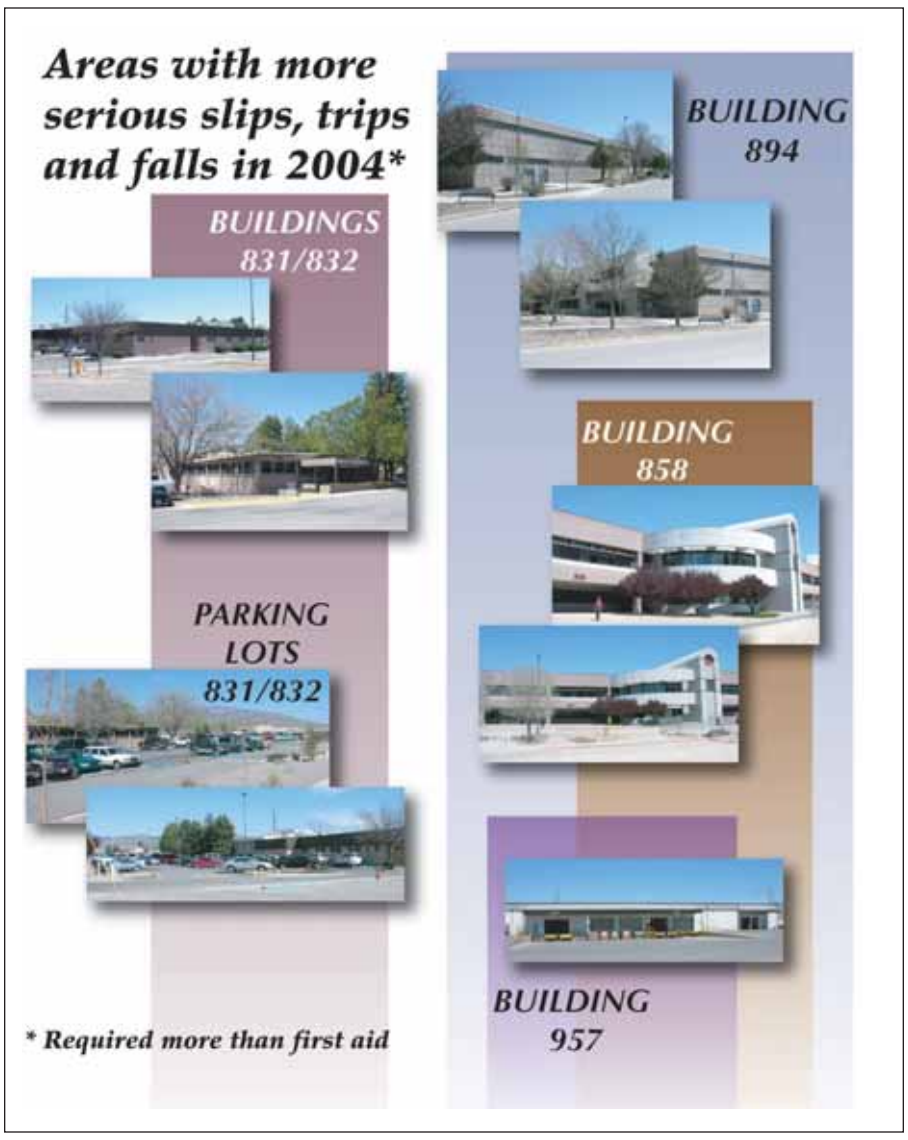
Through my office window I see Sandians coming to work. Some carry briefcases or talk on the telephone. Most of them are totally focused and in a rush.

Closing my eyes, I can picture the path to my office. I did not notice if there were any plants beginning to wake up after their long winter *siesta*. The warm moist earth seems perfect for their subtle entrance. I decide to take a minute and go out and check.

As I get outside, the warm sun directs its rays to my nose and the wind brings a slight chill to my face. There they are. I was right. The little plants have arrived. How did I miss them? Maybe I saw them with my eyes, but the signal did not reach my mind. As the wind deposits grains of sand in the laugh lines that surround my eyes, I begin to enjoy total calm. What a beautiful day, but I need to get back to work!

In my office, I realize how easy it was for me to get off track. I was trying to figure out why so many accidents at Sandia are caused by tripping. If it doesn't have to do with pebbles, what is it that causes us to trip? Do you know?

Oops! Sorry I have to finish this story. I have another to write. I am working on an Employee Recognition Awards celebration for 12000. Metrics are needed for a presentation. And besides all that, I feel guilty for not planning a home-cooked dinner for tonight. Oh yes, and I promised my grandchildren I would stop and buy *The Incredibles* DVD. It is on sale for $14.53.




# 'Watch Out' means 'be careful, be careful, be careful'

Slipping on a curb or tripping on a rock may not seem like a big deal, but they have become big problems for Sandians. A large percentage of work injuries are due to slips, trips, and falls. This year is no exception, particularly due to construction in Area 1.

Of the 107 total cases of slips, trips, and falls reported during 2004, 10 resulted in fractures and 45 in strains/sprains.

"Slipping, tripping, and falling are serious problems causing members of our workforce to get hurt," said Jaime Moya, manager of ES&H Planning and Assessment Dept 6330. "We need to be vigilant. We need to watch where we are going. Barricades are in place to protect us, not to slow us down. Taking shortcuts can expose us to harm."

Last year ES&H found that Bldgs. 831, 832, 892, 858, and 957 are more prone to people having these types of accidents. The parking lots with higher numbers of accidents are around Bldgs. 831 and 832, including the parking lot north of Bldg. 831.

Facilities Management and Operations Center (10800) is surveying Tech Area 1 to identify and mitigate potential tripping hazards. While it is difficult and impractical to eliminate all of them, avoidance is possible.

"Extreme vigilance by all Sandians is needed. In the future, we're doing a major lab utilities upgrade in Tech Area 1 that will create multiple irregularities in walk paths," said Gary Sanders, director of 1800. "Whenever possible, we'll mitigate these problems, and we seek your help in letting us know about potential tripping hazards."

Due to the construction around water, sewer, and gas lines as well as exterior communications, Sandians are likely to see more:

- Protruding pipes
- Temporary plywood on sidewalks
- Unlevel surfaces
- Multiple obstacles in given areas
- Open holes
- Gravel on sidewalks
- Unpaved surfaces
- Cracked pavement

If you see a potential tripping hazard, please report it to 844-4571.

# One of the leading causes of Sandia accidents is tripping. Why is it?

**Sam Bono (12656)** — "Like any large building complex built during different periods of time that is continually being added to, repaired, and remodeled, Sandia has many potential tripping hazards. That, added to our continual multi-tasking, hurrying around while thinking of our next goal, it is not surprising that we may trip."


SAM BONO

**Margie Tatro (6200)** — "Trying to do too many things at the same time — walking, talking, carrying loads, thinking about the next meeting, hurrying, eating. . . .

"Falling and resulting injuries can be mitigated if folks are flexible, have the ability to regain their balance, and know how to roll when they fall. Balance and flexibility can be improved through regular toning, strengthening, and stretching. These are particularly important for an aging workforce. Of course, the ¡SALUD! program provides opportunities for employees to learn more about these and other injury prevention strategies from a personal fitness perspective." (Margie is a step aerobics instructor for ¡SALUD!)


MARGIE TATRO

**Bobby Baca (14412)** — "Construction activities. The amount of construction going on around Sandia is incredible, and even more incredible are the number of temporary walkways and overpasses that employees have to cross to access buildings. These walkways and overpasses are just an afterthought and their poor construction supports this view. Maybe if a pedestrian detour is required, the same safety rules could apply for curb widths, slopes, and curves?"


BOBBY BACA

**Kathy Sedlacek (10761)** —"I think a lot of it is inattention. We aren't paying attention to where we are stepping because we are talking to someone or thinking about something or reading while we are walking. I've seen people read while they walk around here. I should think that even those falls caused by hazards like uneven pavement or ice would be reduced if we took the time to look at where we are stepping. I have almost slipped a couple of times because of a hard-to-see wet spot on a floor. When that happens, I get upset that whoever caused the spill did not take


KATHY SEDLACEK

*(Continued on next page)*

# Mileposts

*New Mexico photos by Bill Doty*
*California photos by Bud Pellitier*

Andy Garcia
25 10264

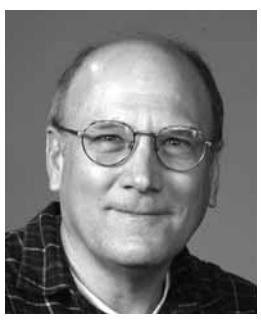
R. Sue Henderson
25 35551

Doris Johnson
25 8522

Eldon Porter
25 8236

Sheryl Stewart
25 8528

Lawrence Trost
25 9745



Dave Zanini
25 8228

Thomas Burford
20 2954

Steven Giles
20 2913

Tanya McMullen
20 9311

Dominic Montoya
20 2125

John Noe
20 9328

Robert Richards
20 6850

J. Anthony Wingate
20 14412

Fred Allen
15 2993

Stephanie Ball
15 8527

Margaret Casbourne
15 10501

Lorena Castillo
15 10843

Peggy Clews
15 1746

Garth Corey
15 6251

Troy Delano
15 8112

Jay Dike
15 8774

William Friday
15 2994

David Peercy
15 12341

Stephen Reber
15 2342

Anna Schauer
15 2125

# Recent Retirees

Joseph Allen
37 10861

Jack Hudson
30 9312

# Tripping and slipping

*(Continued from preceding page)*

time to clean it up. I then proceed to clean it. We really do need to look out for each other."

**Jesus Ontiveros (10516)** — "I think that there are two primary reasons for the tripping accidents: 1) People not paying attention to where they are walking, and 2) people taking shortcuts through areas that promote such accidents. I think that both reasons can be attributed to people wanting to utilize their time 'wisely' by 1) reading, thinking, conversing as they walk as well as 2) trying to shorten the time it takes them to walk to a particular area. Unfortunately, when the accidents happen, the time they attempted to save by doing the above goes out the window."

JESUS ONTIVEROS

# Feedback

***Q**: If employees live outside Sandia's local telephone calling area, do their occasional calls to their homes, doctors, etc. still fall under Sandia's "incidental personal use" policy? Or should the employee use a personal calling card to cover the cost of the call, avoiding additional expense to Sandia? Put another way, does Sandia pay for long-distance calling on a per-call basis, adding "additional expense" to this otherwise legitimate incidental personal use?*

**A:** Sandia's equipment and services are purchased and are to be used for official business only. However, employees may use Sandia's information technology resources, such as telephones, as a convenience provided the use meets all of the requirements of Sandia's policy on incidental personal use, as found in Section 2.1 of CPR 400.2.10, Using Information Technology Resources.

As you point out, one of the requirements is that the use does not result in additional expense to Sandia. There is an additional cost to Sandia for long-distance telephone calls. If your usage meets all of the other criteria for incidental personal use, you may charge the costs to a personal calling card or use the Telecommunications Personal Usage Remittance Form (Form SA 1812-A) to reimburse Sandia for the personal telephone charges.

Please note that there is no expectation of privacy with any use of Sandia's information technology resources. — *Don Schroeder (9620)*

# Truman lecturer Rubin describes new approach to research at Howard Hughes Medical Institute facility

## *Janelia Farm Research Campus to foster scientific interaction and promote collaboration*

By Chris Burroughs

Imagine a place where scientists can research an important topic without ever having to worry about grant writing, classroom teaching, or committee work.

LABS at Janelia Farm will have glass walls but no glass ceilings.

That's just the utopia the Howard Hughes Medical Institute (HHMI) is building on a 281-acre parklike campus in Loudoun County, Virginia, about eight miles north of Dulles Airport and just under 30 miles west of Washington, D.C.

The research center — called the HHMI Janelia Farm Research Campus — and the philosophy behind it were described at the March 30 Sandia Truman Lecture by National Academy of Sciences member Gerald Rubin. He is the vice president and director of the campus.

In planning the campus, to be ready for occupation in about 14 months, HHMI officials looked at existing research environments from conventional to progressive. They borrowed ideas from labs doing some of the greatest research in the world, places like MRC Laboratory of Molecular Biology in Cambridge, UK, and Bell Labs.

"We liked these labs because the research groups were small, people's research was funded for the long term, and people were selected for creativity," Rubin said. "The farm is adopting all of these."

TRUMAN LECTURER Gerald Rubin, left, talks to Sandia VP Pace VanDevender following the March 30 lecture. Rubin told the audience about a new research facility Howard Hughes Medical Institute is building near Washington, D.C., that will encourage an innovative type of research.

### Designed to encourage collaboration

The goal of the Janelia Farm is to foster scientific interaction and promote collaboration. Because scientists at the farm will not have teaching, grant writing, and administrative duties, they will have more time for informal interactions with their colleagues. Their productivity will not be measured by the amount they publish or funds they bring in but by their progress toward an important goal. HHMI will fund research for a minimum of five years.

The main laboratory building is designed to encourage the scientists to collaborate. All the inside walls will be glass so that researchers can see what others are doing.

Besides the main building, there will be a conference center, hotel, and apartments for visiting scientists.

Eventually some 180 people will work at the facility, including about 80 pursuing a variety of scientific core services and 40 in administrative and other supporting roles. Another 100 scientists may be visiting and doing collaborative work.

Rubin says a lot of thought was put into the type of research that is going to be conducted at Janelia Farm.

"We wanted to tackle an important biological issue that is not being adequately pursued elsewhere," he says.

After a series of workshops where scientists were asked what problems they would like to tackle, two areas were selected as the primary research thrusts. One is the identification of general principles that govern how information is processed by neuronal circuits, using genetic model systems in conjunction with imaging, electrophysical, and computational methods. The other is development of imaging technologies and computational methods for image analysis.

In addition, Janelia Farm will seek applications from any talented individual, from any research background, with innovative ideas in any area of basic biomedical research.

Rubin says scientists selected to do research at Janelia Farm will all have one thing in common. They will have to be passionate about their work.

## *Gerald Rubin a genomics pioneer*

Gerald Rubin was nominated for a Truman Lecture by Grant Heffelfinger, deputy director for Molecular and Computational Biosciences (8330), for his pioneering role in the genomics revolution as well as his leadership at HHMI in establishing its first brick-and-mortor research institute, both topics of general interest to the Sandia and New Mexico scientific communities.

Rubin received his BS degree in biology from MIT in 1971 and his PhD from the University of Cambridge in 1974 for work done at the Medical Research Council Laboratory of Molecular Biology. He began working on the fruit fly, *Drosophila*, as a postdoctoral fellow in the laboratory of David S. Hogness at Stanford University where he participated in some of the earliest studies of gene organization using the newly developed recombinant DNA methods. Later Rubin served led the publicly funded effort to sequence the *Drosophila melanogaster* genome, which included collaborating with Celera Genomics Inc. to demonstrate that the whole genome shotgun method could successfully sequence an animal genome.

Rubin has held faculty positions at Harvard Medical School, Carnegie Institution of Washington's Department of Embryology, and the University of California, Berkeley. He became a Howard Hughes Medical Institute investigator in 1987 and served as its vice president for biomedical research and vice president and director of planning. He is currently vice president and director of the Janelia Farm Research Campus.

Rubin has been a member of the National Academy of Sciences since 1987.

## *Janelia Farm to nurture, free scientists from distractions*

Gerald Rubin, vice president and director of Janelia Farm Research Campus, says that during the planning of the farm, he had many conversations with graduate students, postdocs, and other early-career scientists.

"I was struck by how many of them felt that the current US academic research establishment is the only model for conducting basic scientific research and by how few of them seemed to be having fun," he says. "My own experiences were very different and have strongly influenced my views of the environment I would like to see us create at Janelia Farm.

"Many of my friends and colleagues say I am too idealistic, but I see no reason why we can't create a place for scientists who are passionate and excited about what they are doing, where they are financially and emotionally supported by their colleagues and their institution, where they are encouraged to interact and collaborate, and where they are freed from many of the distractions that make life in a modern university so hectic and 'scheduled.'"