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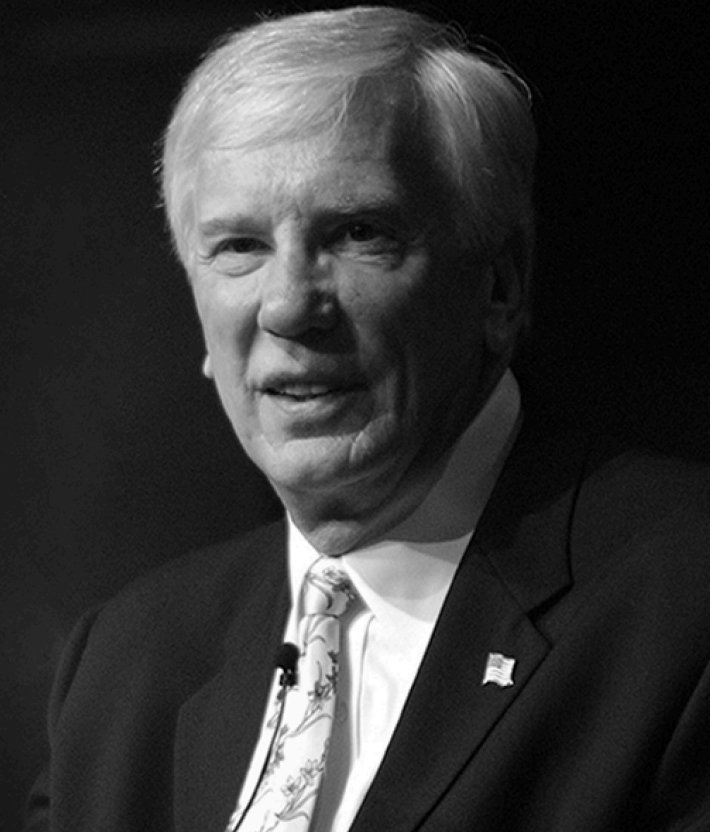
SANDIA

LAB NEWS

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Remembering Paul Robinson

Former Labs leader, physicist leaves legacy of dedication to national security



By **Rebecca Ullrich**, Sandia historian

Paul Robinson, an award-winning physicist, U.S. ambassador and former head of Sandia National Laboratories, died Thursday, March 2. He was 81. From Aug. 15, 1995, to April 29, 2005, he successfully guided the workforce through lean and difficult times toward relative stability and growth, while overseeing buildups in stockpile surveillance, anti-terrorism and industrial partnerships. He was known as an effective communicator, a generous administrator and a man who committed his life absolutely to national security.

Paul was born Oct. 9, 1941, in Detroit. He received a bachelor's in physics from Christian Brothers University in Memphis, Tennessee, where he grew up, and a doctorate, also in physics, from Florida State University. At FSU, he worked in the nuclear accelerator laboratory studying alpha particle scattering on calcium-40 under physicist Robert H. Davis. Paul entered the workforce at Los Alamos National Laboratory in 1967 in field testing. He moved into the Advanced Concepts Group and up

through management, becoming principal associate director of the National Security Program in 1980.

He left Los Alamos in 1985 to serve for three years as senior vice president and principal scientist at Ebasco Services Inc. He sat on a White House committee headed by former CIA Director William Casey that reviewed compliance with arms control agreements for the National Security Council. Paul successfully pushed for the report to include considerations of the technologies involved, reflecting his experience in nuclear deterrence and other national security programs.

His technical background was recognized when, in 1988, then-President Ronald Reagan named him U.S. ambassador to the Nuclear Testing Talks in Geneva, a post to which he was reappointed by former President George H. W. Bush. As ambassador, he headed the delegation and was its chief negotiator. The talks resulted in protocols to the Threshold Test Ban Treaty and the Peaceful Nuclear Explosions Treaty, both ratified unanimously by the U.S. Senate and the Soviet Duma.

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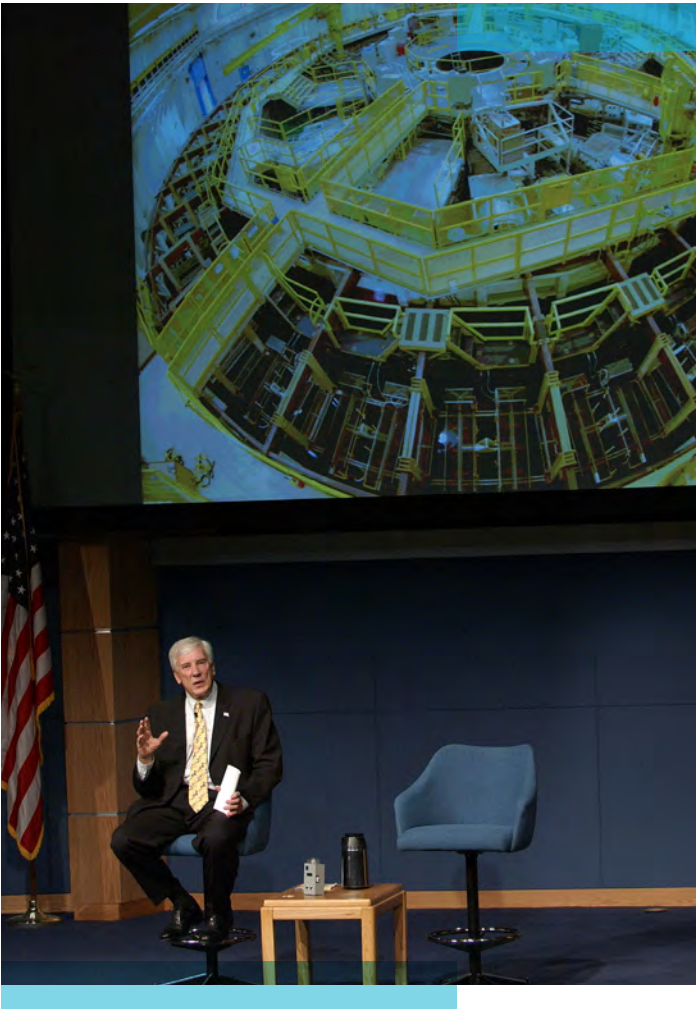


Excerpt from 'A letter to Sandians from Paul Robinson' Upon his retirement from Sandia, Paul Robinson penned a letter 'To All Sandians'

A letter from Paul Robinson ran in Sandia Lab News on April 15, 2005, regarding his retirement from Sandia. He concluded his letter, which detailed his next career steps and how he had "come to deeply enjoy the persona of being 'a Sandian,'" with these words:

"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."



Remembering Paul Robinson

CONTINUED FROM PAGE 1

In 1990, Paul joined Sandia as director of the Systems Analysis Center and in 1991 advanced to vice president — comparable to a current associate Labs director — for Laboratory Development. Throughout his career, he continued to provide his expertise to government reviews of arms control and national security policy. In 1991, he chaired the President’s Technical Advisory Committee for arms control issues related to warhead dismantlement and special nuclear materials and was a member of the Strategic Advisory Group for U.S. Strategic Command.

In 1995, Paul was named director of Sandia National Laboratories and president of Sandia Corp. He would become Sandia’s longest serving director.

When he became Sandia’s leader, the Labs was still adjusting to the end of the Cold War. Nuclear testing had ended in 1992, and no new nuclear weapon designs were in development. Upon his appointment, he announced his faith in Sandia, “I can tell you that our laboratory is certainly among the best in the world. The can-do attitude we bring to problem solving is unrivaled.” However, he admitted hurdles, such as overly complex internal processes, needed to be overcome, and he pledged to “turn up the rate of idea generation, competition and continuous

improvement.” True to his word, he went on to become the Labs’ biggest advocate for new ideas and continuous improvement.

He continued to champion efforts to significantly expand partnerships with industry. He oversaw the implementation of the new Stockpile Surveillance program and the related Accelerated Strategic Computing Initiative. He supported international programs that initially focused on the protection of nuclear information and materials held by the states of the former Soviet Union. And he encouraged the extension of Sandia’s anti-terrorism research, building on the Labs’ solid base in physical security.

Under Paul, Sandia saw its first woman promoted to executive vice president. Joan Woodard became vice president of the Energy and Environment Division in October 1995, under a restructuring by Paul and Deputy Lab Director John Crawford. Four years later, she took John’s place as executive vice president. She and Paul worked closely together for the remainder of his tenure.

Paul was courageous about both the complexities and the importance of nuclear deterrence and nuclear security. He spoke to Congress clearly, calmly and optimistically about the 1988-1992 Geneva negotiations that established protocols for the Peaceful Nuclear Explosions and Threshold Test Ban treaties. In 1988, before an initially skeptical congressional committee, he asserted the progress made and emphasized the unprecedented breakthroughs in communication between the U.S. and the USSR in preparing for the Joint Verification Experiment, in which each side observed and shared data on the other’s nuclear test. He was not naive but expressed his belief that the “atmosphere we have set I’m sure will serve us well in future negotiations.” In the end, the verification experiment was a success, the protocols were finalized and both treaties were ratified.

He also spoke bluntly about security within the national labs when Los Alamos came under fire in the late 1990s. He was upfront in telling the Sandia workforce about the security stand-down they were about to undergo, and he pushed back on anti-Asian rhetoric. In 1999, when all three weapons lab directors testified before Congress on the security of classified information, Paul stepped forward in advocating for advanced security processes and technologies. He was direct about the endless game of leapfrog between defenders and attackers in protecting electronic information and was confident in the ideas that would keep the defenders in front.

The response to 9/11 best illustrated Paul’s leadership. He answered calls from Washington, D.C., immediately with insight, expertise and assistance based on Sandia’s established anti-terrorism technical capabilities. He had Sandians in the air to D.C. when all other flights were grounded. Paul was able to envision right away what the Labs could offer to the nation to solve suddenly new, or at least suddenly understood, problems.

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FIRST DAY — Paul Robinson at a news conference announcing his appointment as Labs director. **Photo by Randy Montoya**


Remembering Paul Robinson

CONTINUED FROM PAGE 3

In addition to dispatching the right experts externally and internally, Paul communicated reassurance and inspiration to the workforce. At the time, Labswide announcements were often made through voice messages. Paul recorded a message to the Albuquerque workforce on the morning of 9/11, asking all to stop work and leave Kirtland Air Force Base. His voice, calm and resonant, allowed those unsure what they could do about the crisis to focus, and to remember that they soon would be called upon to serve national security. In the subsequent days, months and years, Sandians have served, because Paul ensured their innovation and expertise would be used effectively.

Sandia surged forward after 9/11, responding both to demands for anti-terrorism technologies and the ongoing need to sustain the nuclear deterrent. The programs that expanded in the wake of 9/11 and Paul's continual emphasis on national security now thrive in everything from the life extension programs through MESA and bioterror research to nonproliferation and arms control efforts.



In April 2005, Paul stepped down from his leadership roles. He became an adviser to Lockheed Martin Corp.'s Information and Technology Services, then retired from Sandia and Lockheed in January 2006. He continued to serve on a variety of government panels and committees addressing national security concerns and was involved with the National Academies and their efforts to merge and leverage their different interests.

Paul was honored nationally for his technical expertise and his leadership. He received the Outstanding Public Service Medal from the Joint Chiefs of Staff and, in 2003, was awarded the George E. Pake Prize from the American Physical Society. The American Nuclear Society honored him with the Smyth Nuclear Statesman Award for 40 years of contributions to national nuclear efforts. He also received the New Mexico Governor's Distinguished Citizen Award and the Department of Energy Secretary's Gold Award. In addition to the APS and ANS, he was a member of the American Association for the Advancement of Science and the National Academy of Engineering. 

PAUL'S PATH TO SANDIA

Sandia Labs director

Aug. 15, 1995-April 29, 2005

- 1941 ● **Oct. 9, 1941**
Born in Detroit, Michigan
- 1963 ● Earned bachelor's degree from **Christian Brothers University** in Memphis, Tennessee
- 1967 ● Earned doctorate in physics from **Florida State University** in Tallahassee
- 1967 ⊗ **1967-1970**
Staff member, Los Alamos National Laboratory in Los Alamos, New Mexico
- ⊗ **1970-1971**
Research physicist, Advanced Concepts Groups, LANL
- ⊗ **1971-1973**
Alternate group leader, Chemical Laser Research & Development, Advanced Concepts Group, LANL
- ⊗ **1973-1976**
Director, Laser Isotope Separation Project, Advanced Concepts Groups, LANL
- ⊗ **1976-1980**
Leader, Applied Photochemistry Division, LANL
- ⊗ **1980-1985**
Associate director, National Security Programs, LANL
- 1985 ● **1985-1988**
Senior vice president, Ebasco Services Inc. in New York
- 1988 ● **1988-1990**
U.S. ambassador, U.S.-USSR Nuclear Testing Talks in Geneva
- 1989 ● Received honorary doctorate, his second doctoral degree, from **Christian Brothers University**
- 1990  **1990-1995**
Management member, Sandia National Laboratories in Albuquerque, New Mexico
- 1995  **1995-2005**
Labs director, Sandia National Laboratories in Albuquerque, New Mexico
- 2004  Received the **DOE Secretary's Gold Award**

Reflections on Paul Robinson

Co-workers, community members react to Paul's passing

By **Mollie Rappe**

Paul Robinson came to Sandia as director of the Systems Analysis Center in October 1990, shortly after the fall of the Berlin Wall. He quickly advanced to vice president — the position now referred to as associate Labs director — and served as Labs director from August 1995 to April 2005.

Labs Director James Peery said, “Sandia has lost a towering figure in our history. ... Paul was an exceptional and visionary leader who was dedicated to Sandia Labs, the United States and national security. He was charismatic, outgoing and a mentor and friend of mine and many others.”

Those who worked closely with Paul mourned his loss, empathized with his family and reflected upon the many characteristics that made him an impactful leader. Optimistic, mentor, positive, defender, charming, problem-solver, personable, champion, intentional, storyteller: these are just a few of the words used by former colleagues across the Labs, and beyond Sandia, to describe Paul.

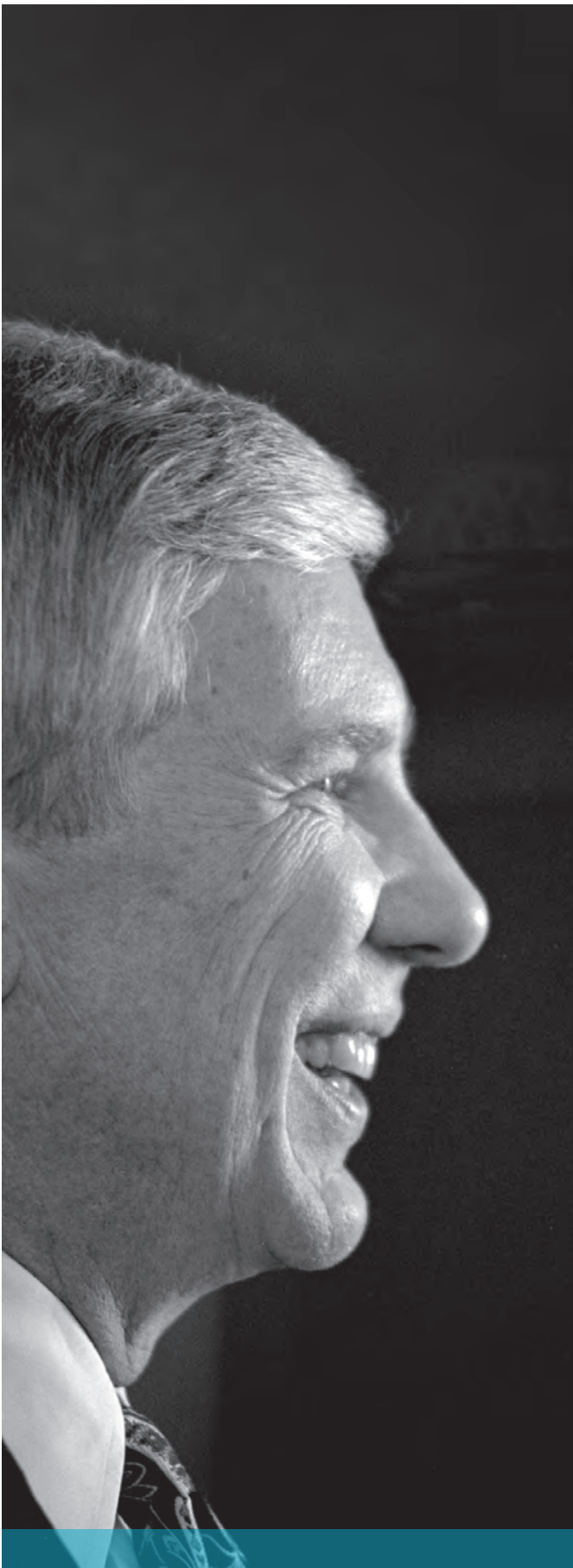
Engaging champion

Many of Paul’s co-workers recall how Paul was one of Sandia’s greatest champions — always proud of the Labs’ accomplishments and eager to spotlight them.

“Paul was a great mentor, and always so proud of what Sandia did for the nation,” said Joan Woodard, former executive vice president of the nuclear weapons program and deputy director under Paul. “I particularly recall the annual event of presenting the state of the Labs both internally in an all-hands event, and to the local Albuquerque community leaders. Paul was always so proud and excited about the impact of the Labs and its amazing capabilities that he could easily have filled the full hour with his great stories and recall of facts.”

Another executive under Paul, Jerry McDowell, agreed that Paul’s stories and personality made a significant impact on Sandians.

“He was a great storyteller and used his gift to inspire a generation of Sandia leaders to reach ever higher in service to the many challenges our country faced,” said Jerry, who was promoted





to vice president of defense systems and assessments in 2005 under Paul and served as executive vice president from 2010 to 2014. “He was also a champion of the regular employee and his exuberance in interactions with people was a tonic to the soul.”

Former Labs photojournalist Randy Montoya reflected on how gregarious Paul was during VIP visits.

“I was always taken with what a charming and engaging leader Paul Robinson was,” said Randy, Labs photojournalist from 1986 to 2021. “He made Sandia approachable to the staff and especially to the visitors. Paul hosted [former]Energy Secretary Federico Pena, just the two of them, meeting with technologists and engineers. The agenda changed per the requests of the secretary. Without prompting, Paul knew

the technologies as well as the names of everyone in each lab. He was the captain of the ship, knowing all the crew and the ship’s destination.”

Community partner

Paul’s colleagues inside and outside of the Labs also reflected on how Paul used his charisma to build bridges in Sandia’s communities, the business community and the defense community.

“He was a champion of the regular employee and his exuberance in interactions with people was a tonic to the soul.”

— Jerry McDowell

“Paul was an outstanding individual with high leadership qualities,” said Garrey Carruthers, who was governor

of New Mexico from 1987 to 1991. “He had a real presence. I always thought he was one of the leading citizens of the Albuquerque area, and of course of the Laboratories there.”

Several others, including Jackie Kerby Moore, former manager of technology and economic development, recalled Paul’s dedication to building connections with private industry.

“Paul was an incredible champion for the Sandia Science and Technology Park and was on hand when we broke ground for the park back in 1998,” said Jackie, who recently retired after 35 years of service. “He understood how important it was to develop public-private partnerships and build bridges between

Sandia and the community. I will always remember Paul’s larger-than-life personality and his role in launching



economic development programs at Sandia, programs that remain today.”

Sherman McCorkle, chairman of the Sandia Science and Technology Park Development Corp. — the group that created the 300-acre research park east of the Eubank gate, agreed with her.

“Under the leadership of Ambassador Robinson, Sandia Laboratories partnered with Technologies Ventures Corp., to initiate an aggressive program to fulfill the DOE mission of technology transfer,” said McCorkle. “Under this joint effort Sandia was successful in the creation entrepreneurial startups, and in securing widespread commercial application of the technologies originating in Sandia which, in turn, enhanced the economic security of the United States. These successes would not have occurred without the strong and intentional leadership of Paul.”

Paul’s successor Tom Hunter, the 12th Labs Director who served from 2005 to 2010, shared that the leadership and bridge-building Paul exhibited at a local- and Labs-level also extended to the national defense community.

“Working for Paul was a joy as he was always optimistic about finding a path forward for the Labs,” said Tom, who was senior vice president for defense programs under Paul. “He was well regarded in the defense community, and he really supported me in

my engagement with that community. He led the Labs during a period of great uncertainty after the Cold War and was a steady hand in turbulent times. I will miss him personally, and he will be missed by the whole defense community.”

National servant

All those who work at Sandia serve the nation in their own way, but according to those who knew him, Paul truly exemplified our Labs’ motto.

“Through his role at the Los Alamos and Sandia national laboratories and as ambassador to crucial nuclear testing talks with Russia, Paul was one of the staunchest defenders of American national security,” said Siegfried Hecker, director of Los Alamos National Laboratory from 1986 to 1997.


“Paul was an outstanding leader and his passion about the well-being of the nation and its people was abundantly obvious, as was his devotion to Sandia National Labs,” said Al Romig, who rose to a deputy Labs director and executive vice president position under Paul before leaving Sandia in 2010 to run Lockheed Martin’s Skunk Works. He is now the executive officer of the National Academy of Engineering. “He will always be remembered for his time and contributions at the Labs, as well as his work to secure global peace as our U.S. ambassador to nuclear arms control talks and agreements. Paul will fondly remain in our memories.”

What Mim John, former vice president of Sandia’s California site from 1999 until 2006, remembers most about Paul is his professional integrity.

“I remember Paul as an inspiring leader who continued in the footsteps of [former Labs Director] Al Narath in promoting diversity and pushing some of us women to do more than we thought we could,” Mim said. “The lasting impact he had on me came from the example he set in his congressional testimony on [the Comprehensive Nuclear Test Ban Treaty] where he put his job on the line by speaking what he knew to be the technical truth and not the political line he had been encouraged to present.”

Jerry also recognized Paul’s commitment to integrity.

“Paul Robinson was the personification of ‘exceptional service in the national interest,’” Jerry added. “His experience in nuclear-related national security matters included appointment as U.S. ambassador to arms reduction talks with the Soviet Union and time as an executive with Los Alamos National Laboratory. His was truly a life well lived in service and integrity.”

Joan, who served as deputy Labs director from 1999 to 2005, echoed this sentiment, saying, “I spent six years as Paul’s deputy — during some challenging and very rewarding times for Sandia. During 9/11 and the response of the nation, we were faced with all sorts of challenges, and Paul was great at focusing us on problem solving. He cared so much about our country and its security, and in his usual positive way, kept us focused on the important things. Paul contributed so much to the country and embodied the Labs ethos of ‘exceptional service in the national interest.’” 



Meeting of the minds

Photo by **Randy Montoya**

Five of Sandia's directors came together for discussions on the Labs' future direction. This picture, which appeared in a January 2019 edition of Lab News shows, left to right, Paul Hommert, July 2010-July 2015; Jill Hruby, July 2015-April 2017; Stephen Younger, May 2017-December 2019; Tom Hunter, April 2005-July 2010; and Paul Robinson, August 1995-April 2005. [f](#)

"Anyone who knew Paul will remember him as an incredibly gracious gentlemen with a sharp intellect and a spirit of service. He brought all these attributes to Sandia and then afterward in a variety of other organizations including to the National Academies of Science, Engineering, and Medicine. He understood the value of the lab system and had a deep appreciation for what made Sandia special. I am so grateful to Paul's support and mentoring."

— NNSA Administrator and DOE Under Secretary for Nuclear Security Jill Hruby



A tribute to Paul

HONORABLE LEADER — When Paul retired in 2005, Sandia Video Services produced a video that captures his personality and honors his contributions to the nation. Watch how Paul exemplified Labs' values through his national security work and impact on the community. [f](#)



Paul Robinson:

10 years of accomplishment as President

This article first appeared in the April 15, 2005, edition of Lab News

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.

Galvin Commission

While this was going on, the post-Cold War role of the nation's weapons labs and



ALWAYS AN AMBASSADOR — Ambassador Paul Robinson, right, meets his Soviet counterpart during arms control talks in Geneva.

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'

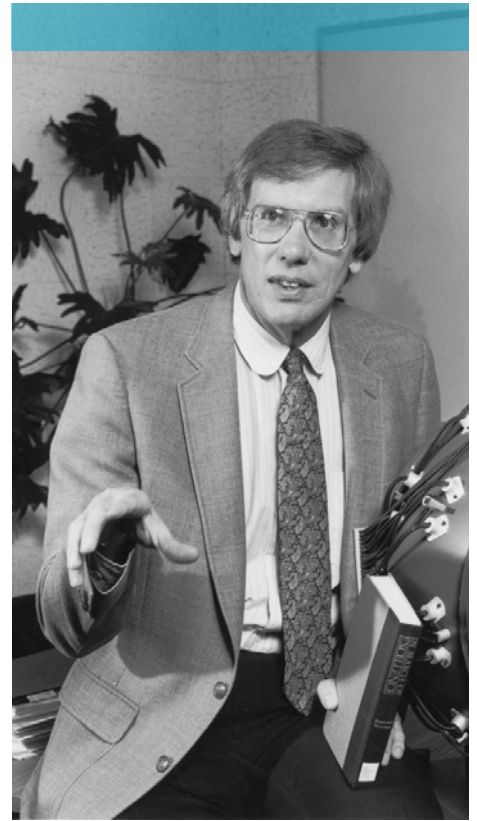
Against this background — only the broadest-brush picture of the Labs' state at the time — came a momentous announcement, momentous especially for Paul: Al Narath would step down (or step

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



EXCELLENT SEARCH — Paul Robinson while at Los Alamos National Laboratory. He is holding the book *In Search of Excellence*.

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.

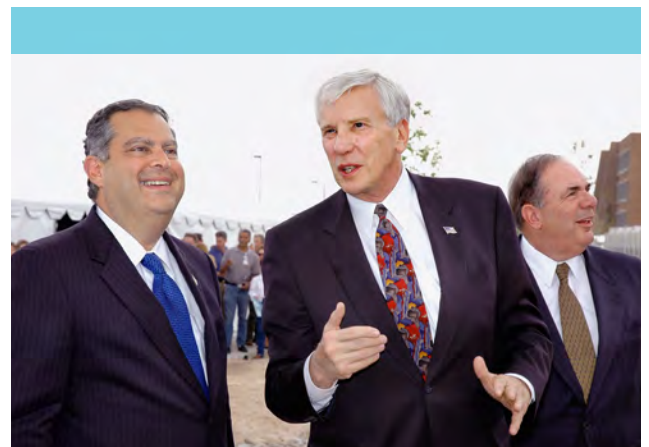
Paul had sat across the table from the Soviets during many arms control negotiation sessions in Geneva, so it isn’t surprising that he became a leader in the effort to increase contacts and cooperation between DOE labs and their Russian counterparts in the post-Cold War years. Under his leadership, Sandia 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?”

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



SHOWING SANDIA — Paul Robinson, center, discusses Labs work with Secretary of Energy Spencer Abraham, left and Lockheed Martin executive Mike Camardo, right. **Photo by Randy Montoya**



PASSING THE BATON — Paul Robinson, left, congratulates Tom Hunter. During a special staff meeting, Tom was announced as Laboratories president and director. **Photo by Randy Montoya**

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.”

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. 



TRICYCLE WORK — Paul Robinson got off to a fast start as Labs president, here helping to drum up support for the Employee Contribution Program. Photo by Randy Montoya

