

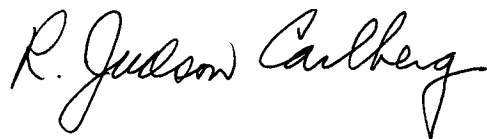
Introduction

Proverbs 11:25 teaches that “he who refreshes others will himself be refreshed.”

Ken Olsen always refreshes others with his benevolent spirit, a spirit that engendered a culture of good will at Digital Equipment Corporation (DEC) and supported the work of many charitable endeavors. Now it is our hope that he will be refreshed by the sentiments of those whose lives he has touched.

Contained in this volume are expressions of gratefulness and loyalty from friends, admiration and respect from colleagues, and love and support from family members—words of appreciation that reveal the heart of Ken Olsen and the premium he places upon his relationships with the people who surround him. He valued everyone in the DEC organization at a very personal level. That care extends to those with whom he collaborates in ministry and charitable service, and to family members to whom he is so devoted.

Ken Olsen indeed refreshes our spirits and as a leader has ignited our imaginations. As the pages that follow reflect, we are forever thankful.

A handwritten signature in black ink that reads "R. Judson Carlberg". The signature is written in a cursive, flowing style.

R. Judson Carlberg
President
Gordon College

June 17, 2006

Memories and
Quotes





Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*, speaks at the ARD Annual Meeting, March 3, 1969.

Name: Mike McClelland
Relationship: Employee
DEC Location: Toronto, Canada
DEC Role: Software Unit Manager
Quote/Memory:

“Do the right thing”

This innocuous little phrase is something that has guided me consistently since joining Digital in mid-1976. As a manager I took it seriously and drilled it into many Software Specialists over the years.

Ken clearly took it seriously too, constantly reinforcing it in his speeches and newsletters.

In many respects Ken provided not just employee guidance but honest-to-goodness advice on how to approach life’s challenges, acting as a kind of father figure. I absorbed it eagerly and it has served me well in life. For this and 22 years of rewarding employment I thank him very much.

Name: Jim MacDonald
Relationship: DEC Employee
DEC Location: Canada—TRO
DEC Role: Sales & Marketing—Canada
Quote/Memory:

Digital recruited me out of University and I stayed at DEC for over 13 years. They were wonderful years and represented the foundation of all of my business knowledge, technology knowledge and work ethic. I left Digital to work at a startup software company that we subsequently sold during the boom years. I owe it all to Ken and Digital! Thanks Ken!

Name: Linda Boucher
DEC Location: New England Sales
DEC Role: Sales Executive
Quote/Memory:

Ken,

You have been an innovator in so many ways but what I valued most in my 15 years at Digital was the Corporate culture. DEC was an amazing place to work and the connection between DEC employees to this day remains strong in the virtual DEC network. I have continued to work in Fortune 50 companies and their respective corporate cultures pale in comparison. Thank you for all the good years.



Name: Debra Tuttle
Relationship: Employee
DEC Location: Salem, NH
DEC Role: Business Systems Analyst
Quote/Memory:

Ken,

Thank you for my informal and formal education while working for you. I want you to know that your return on investment in my education is 150% !!! I am very grateful and will always live by the ethics you espoused and walk my talk.

You continue to be a profound influence in my life through your teachings.

Thank you!

Name: Bill Hughes
Relationship: Dedicated Employee
DEC Location: Maynard, MA
DEC Role: Engineering Technician
Quote/Memory:

Oct. 1968—I was a new employee, fresh out of college. Ken stopped by the lab, unannounced, to ask how I liked working at Digital. Not knowing who he was, I mentioned that I was unhappy and overdue for a promised 3 month review and salary action. Ken immediately corrected the HR oversight.

July 1973—At my 5 year anniversary luncheon, Ken cautioned everyone to “never get yourself into a situation, with your employer, where you are overpaid for the job you are doing”. At the time I did not understand the relevance of the statement. Today, I attribute those words of wisdom to my continuing, 38 year, and counting, career at digital, Compaq and HP.

Ken,

Thank You for those words of wisdom!

Regards,

Bill



Made by Digital?

Ken Olsen presents Vice President Gordon Bell, Engineering, with a silver bowl to commemorate his 20 years with Digital at the Engineering Awards Night held on Nov. 10. Digital honored its 10, 15 and 20 year employees, totaling about 500 this year, at seven award banquets held during the last two weeks.

Name: Michael Newman

Relationship: In his Cost Center at first

DEC Location: Maynard Mill 5-5

DEC Role: COOP student

Quote/Memory:

My first COOP summer I lived in a sublet apartment with another student.

I fondly remember inviting Ken and a dozen other COOP students to our apartment for a home made Chinese dinner. Of course he came and the simple dignity he had sitting in one of our two outdoor lawn chairs while the rest of us used bean bags and the floor stays with me to this day.

Name: Dan D’Orazio

Relationship: employee of 20 Plus years

DEC Location: RLO, OHF, FHO

DEC Role: Sales & Sales Management

Quote/Memory:

Funny story:

I had Ken meet with a customer of mine at a DECworld event many years ago.

The customer was the CIO of The University of Michigan. His comment to my customer who was then very much into Unix Operating Systems being deployed all over campus was that “unix is snake oil” ;-)

Of course, the rest is history . . . with respect to what Unix did in the marketplace.

I totally enjoyed my tenure at Digital over the years. Many great friends I still have today were from my days at DEC. It was a GREAT company to work for with GREAT, leadership technology. The customers that were true to DEC remained so for many years after it was absorbed into CPQ and eventually HPQ. I left after 4 years into the CPQ merger because I could see things changed dramatically in a way very different than how Ken ran the company.

I wish DEC was still was around today with the same spirit it had back when Ken was the leader. It is a sad feeling to know it no longer exists. But, life goes on . . . The company was on a turnaround path and I believe with the right leadership, could still be there today leading the market like we once did.

Congrats on all your achievements, Ken, and for the privilege of working for you at a once great company.

Regards,

Dan D’Orazio (1981 to 2001)

Name: Joseph P. Zeh

Quote/Memory:

Ken was the last of a breed of corporate executives who actually understood that he owed his success in large part to his employees. And he stood by them, in good and bad times. Contrast that to today's executives who rush offshore for the cheapest labor they can find while laying off American employees left behind. He shared the wealth of his success with his employees and kept his and his staff's compensation to a reasonable level. Again, contrast that to today's greedy and very over compensated executives. Industry may never again see a CEO as honest and fair as Ken.

Ken created an environment of challenge. He rewarded good employees with still more challenge and responsibility. Digital was a place where you wanted to go to work. It was a struggle to break away and go home at night. It was just fun to work there.

At one point Digital had 120 thousand employees. Most of those employees, like myself, were married with children. All told the Digital family was probably in the 300–400 thousand range. To my way of thinking Ken fed us and provided us homes. He provided us a life style that was comfortable, productive and enjoyable. A remarkable achievement and contribution to society. He of course was generous in many other more direct ways too.

I have two stories. One points out his remarkable and uncanny leadership, and the other his human side.

First leadership. I believe it was during the Nixon years, the economy was on a downturn, unemployment was high, and everyone was worried whether Digital would have its first layoffs. Rumors were running high that it must be because things were so bad and our competitors were laying off. Ken addressed it by writing a memorandum to all employees. I can't remember the exact wording so I'll paraphrase.

To All Digital Employees

Times are very tough right now. We can get through this if we all work together. Overtime should be kept to a minimum except where absolutely necessary. Salaried employees are encouraged to work an extra 4–8 hours over the 40 hour minimum. With increased efficiency and higher productivity we can return to our usual growth.

Thank You,

Ken Olsen

In one very short memorandum he accomplished three things. First he allayed all fears of a layoff without promising no layoff. Second he instructed everyone to conserve variable expenses. Third he asked employees to give something back to the company in hard times in the form of increased hours.

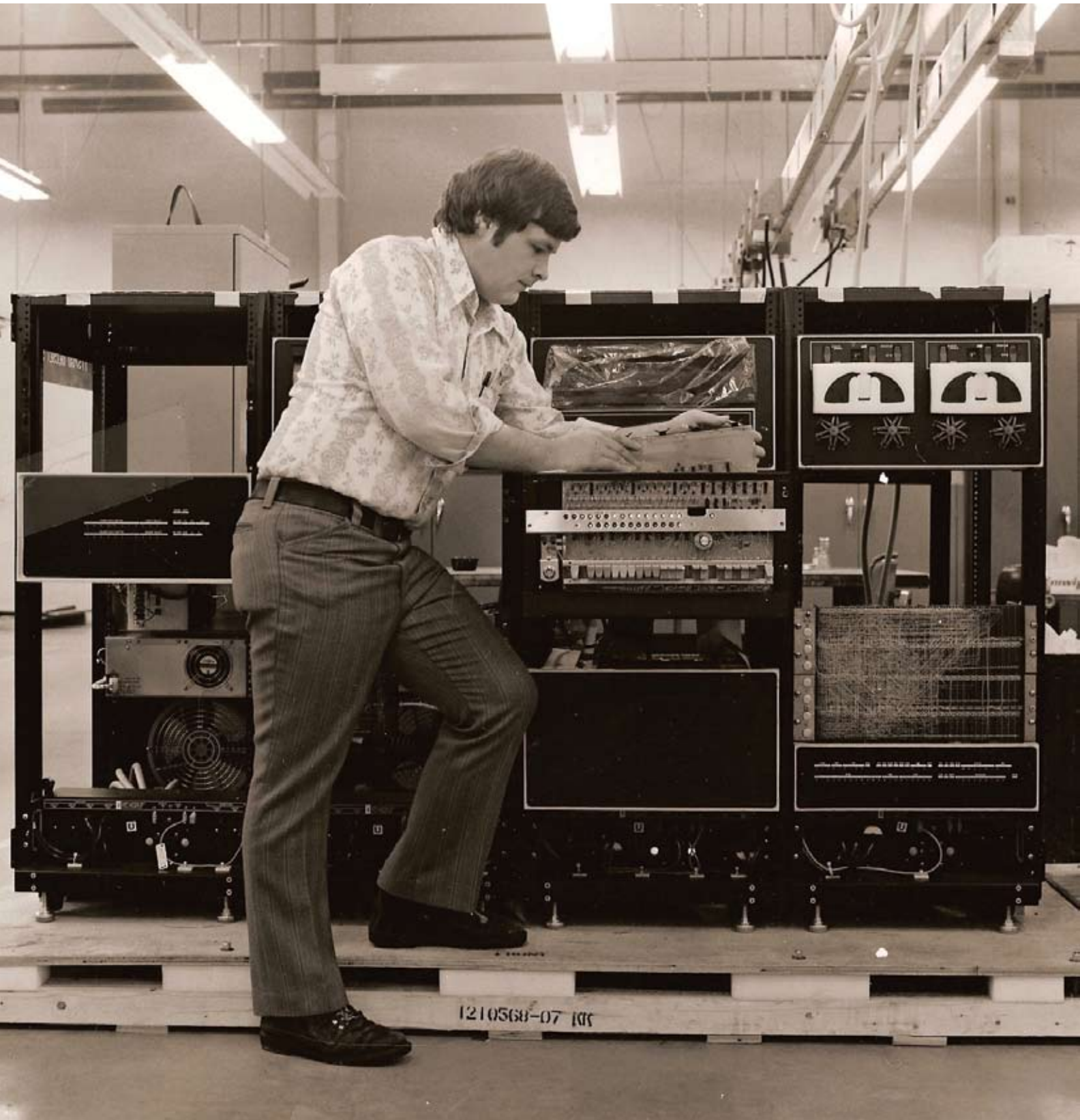
He knew that almost all salaried people were putting in 50–60 hours already even though he was asking for 44–48. But by stating it that way and removing the fear of layoffs people began to give even more than 50–60 hours. Digital and the country grew out of the downturn and Ken's record of standing by his employees was intact.

Second the human side. I was in a stairwell in Building 5, going down, behind a woman. Both of us had just left the cafeteria with our lunches in hand. She, it was obvious later, had a plate of spaghetti. Ken and Win Hindle were coming up the stairs, side by side, on their way to the cafeteria. We couldn't see them, or they us, because there was a wall between us. As Ken and Win came around the wall the woman bumped into Ken and spilled a plate of spaghetti all over his white shirt and tie. I stopped short of the woman. We both knew who Ken was and she immediately became unglued, apologizing profusely. Ken never missed a beat. He told her that it was his fault because he and Win were taking up the entire stairwell walking side by side. He immediately got out his wallet and gave her cash to buy another lunch. He made a joking remark that we all laughed at and it put her at ease. She returned to the cafeteria. Ken stopped in the men's room to clean up. It was a very human moment I never forgot.

Employees who spent significant portions of their career with Digital, especially the early years of Digital, I believe remember Ken with great respect. I certainly do. We didn't always agree with him or his direction for the company, but we always knew he had the company's and our best interests in mind.

Joe Zeh—Badge 1497

Joseph P. Zeh
Swamp Road Wood Works
325 West Street
Worthington, MA 01098
Phone: (413) 238-0338
E-mail: jpz@srww.com
Web: <http://www.srww.com>



PDP 8/E Typesetting System, manufactured in the 1970s.

Name: Diana Watts
Relationship: dedicated employee
DEC Location: SVO, NIO, & MKO
DEC Role: Finance
Quote/Memory:

My family and I always looked forward to the annual Canobie Lake outing. Our boys still talk about the 25th anniversary cake. If I had the talent to start my own company, I would run it the way Ken ran Digital. We (DEC) were a family, we worked hard, we cared for one another, and we tried to 'do the right thing.' Only once in my career with Digital did I even see Ken, which is when he came to the Salem plant to announce the New Alpha products, VAX 8500/8700 and VAX 8200/8300 (Nautilus and Scorpio). I was surprised at how tall he is, and also that a CEO was such a warm personable gentleman. Thank you, Mr. Olsen, for giving me the opportunity to be a part of your company. God Bless you, Sir.

Name: Paul Balmer
Relationship: Employee
DEC Location: WMO, NSO, MKO, MLO, DAS, ZKO
DEC Role: Manufacturing and Quality
Quote/Memory:

When I first got hired into DEC, I felt as though I was someone special, working in a very special company. I didn't mind working all the overtime to make the quarter or the end of the year. I was even more impressed when we were working in Westminster on overtime the day before Christmas and Ken showed up with a box of chocolates thanking everyone for working during the holiday, once he made the rounds he hopped in his car and was off to another plant. I guess I was really special working for a really special and great company. Thank you, Ken, for allowing me to raise and provide for my family for all those great and wonderful years at digital! I also enclosed a picture of a PDP 8/E Typesetting System that was produced in Westminster during the late 70s.

Name: Frank Duffy
DEC Location: Mill, Parker St, Powdermill Rd etc
DEC Role: Program Manager, IM&T
Quote/Memory:

I remember Ken running around in the Mill (in his sneakers) on a Sat morning. I also remember him standing in the cold at Powdermill Rd handing out turkeys.

Name: Gordon Bell

Relationship: Reported to him 1972-83

DEC Location: ML-12

DEC Role: VP of R & D

Quote/Memory:

Just as everyone who used a Digital computer had their life somehow changed, so too was working at Digital life changing. Ken was clearly at the center, creating a unique, open environment that valued intelligence and results. People were encouraged to propose the difficult and then allowed and responsible for implementation. The DEC engineering culture was really quite wonderful and unique that strived to reward contributions. One can almost identify its alumni when we meet them in 2006—they have continued to be creative and productive as graduates. Now many have formed successful companies or gone on to build great products—e.g. Dave Cutler, responsible for Microsoft's Windows systems.

Ken's management intuition was unparalleled as measured by his ability to sense the difficult decisions and organizational sticking points that needed resolution—and then get them resolved. Of his many one-liners, "I don't trust any one" seems callous, but may be one of his best because as an engineer data should make the decision, not some one at the top of an organization. I always marveled at the contrast when I spoke with other top executives at other companies who were insistent that they on the top should be the ones making deals and decisions.

I recall several February Woods Meetings in cold, rainy Bermuda, and being holed up in a hotel room—the opposite of a boondoggle. Like all Woods Meetings we argued over contentious issues to reach a resolution. Recreation consisted of a ride around the island on fortunately under-powered motor bikes following Ken, with a helmet that barely covered his head. At one of the first ones that I attended in 1974 after returning from Carnegie Mellon, I outlined the Central Engineering organization.

Perhaps one of the least appreciated traits of Ken was that all the time he was running the company, he was constantly working as engineer, designing products. Ken is a great engineer and designer with a real flair for straight-forward designs. Through his insistence, the DEC model shop could create a complex, plastic model or prototype over a weekend. The poster of the back of the Word Processing System shown in the photo by a terminal in my office also showed his concern for cable cleanliness—a problem that he and everyone else had been unable to solve. On the back of the poster (which I no longer have) was a number of incredibly clever captions that attempted to explain the problem or how to solve it.

Like this building and many other projects that Ken was involved with, I believe the Digital Computer Museum we started in the mid 70s based on preserving computer artifacts will be one of the greatest. The museum went to Boston as The Computer Museum, and in 1995 went to Silicon Valley as the Computer History Museum. Many of our old friends reside there beginning with the PDP-1 that was recently restored and will be dedicated on 15 May 2006 when it runs Spacewar.

For now, see <http://research.microsoft.com/users/gbell/Digital/DECMuseum.htm>

Hopefully we'll see Ken's archive at some future time.

Good luck, Ken.

Name: Stan Merrill

Relationship: Employee

DEC Location: ML05/5 (Mill Bldg 5, Floor 5)

DEC Role: Technician

Quote/Memory:

Occurred in Marlboro when Mr. Olsen (Ken to all employees) visited unannounced, dressed as an average employee, asked an employee some questions regarding the product and job. The employee did not know it was Ken. After politely answering, we asked our co-worker, "Do you know who that was?" He did not. There was no entourage or announcement. Ken was concerned about his company, his product and above all, his employees! That's the type of person he was—for which we all were proud.

Name: Mário Da Mota

Relationship: none, except that his spirit was within everything we did at DEC

DEC Location: DEC S.E.E.N.A. + Portugal

DEC Role: SWAS Mngr.

Quote/Memory:

My 7 years within DEC are still present. In my dreams I still work for DEC. But it was 16 years ago . . .

DEC was the most enrichment experience I had, a time for personal growth.

My success today is (also) due to the "spirit of DEC" and this is thanks to Ken.

I am what I am because of you, Ken !

Thanks for it! You and DEC will be for ever in my heart, but I promise to spread the "spirit of DEC" everywhere and in everything I do.

Name: Patricia Adams

Relationship: Admiring Employee

DEC Location: Manufacturing: SPO '80, ENO '82, WFO '85, Corporate Finance '89 to '98

DEC Role: HR Business Partner

Quote/Memory:

Thank you for creating an environment which enabled me to contribute in my profession of human resources and transition to a completely different career, upon retirement, as a jazz singer. DEC family is always present at Massachusetts performances. My band plays the first Sunday of every month at Ryles Jazz Club in Inman Square, Cambridge. Come see us some time.

Congratulations on the wonderful testament to your contributions today at Gordon College. You have many friends and colleagues and I am proud to be among those wishing you well.

My best,

Patricia Adams, bandleader & vocalist

DEC 1980 to 1998



Name: James Darby

Relationship: Former Employee

DEC Location: BOO, MRO, WBO

DEC Role: Elect / Mech Tech

Quote/Memory:

I served 14 years with the World's best employer. DEC always made it possible to put family first and made me and my family feel like we had a extended family.

Good Luck, Ken.

employee 98653

Name: Joan Mokray
DEC Location: PNO, WFO, BXC, LGO
DEC Role: Various
Quote/Memory:

What you created and nurtured has validated for me that it IS possible to do the right thing. Your philosophies and ways of working take me to another world, and one I'd rather be living and working in.

At boot camp, Ron Chestna told the story about your holding hands with your adult children at Lake Canobie. You metaphorically held all our hands, all the time.



Name: Dian Pekin
Relationship: Employee
DEC Location: Massachusetts
DEC Role: Marketing Manager
Quote/Memory:

Dear Ken,

In addition to your great achievements in technology, you are a great human being with great humility and kindness. I remember when I didn't know how to get through the maze of some of the buildings in the Maynard mill and had very little time to get to my next business meeting, you personally escorted me to my destination!

Digital employees were blessed with a leader who believed in high achievement and fairness and will always hold their days at Digital fondly in their hearts!

Best wishes to you always,

Dian Pekin



ARD Annual Meeting, March 4, 1970. Lester Smith, *Wall Street Journal*, left, and Kenneth H. Olsen, *president, Digital Equipment Corporation*.

Name: Doug Utesch

Relationship: Employee

DEC Location: Colorado Springs

DEC Role: Field rep, support center tech, & mgr over Storage

Quote/Memory:

Ken treated us as family. Since Ken left the company it was never the same and loyalty in management went with him as the years passed. You've been missed by all of us who know what you stood and stand for.

Thanks for all the good memories, Ken.

Name: Paul Kent

Relationship: None

DEC Location: Merrimack NH

DEC Role: Software Applications

Quote/Memory:

I worked for Digital from 1977 to 1992. My original positions were with the PDP 11/70. I worked for the newspaper division.

Later I was a manager for ed services.

I have many fond memories of my days at DEC. I loved every day I worked for the company. I have NEVER found a company that even remotely compares to DEC.

Thank you, Mr. Olsen, for starting DEC and especially allowing me to have been employed by the GREATEST company in the United States.

My fondest regards to you, Sir.

Name: Edward Herold

Relationship: DEC Employee 1980- HP Retiree 2005

DEC Location: Greenbelt, Maryland

DEC Role: Educational Services to Pre-Sales Support

Quote/Memory:

Ken,

Thank you for the opportunity to work among the best and brightest people on the planet for over 25 years. Your talents and wisdom provided me a very rich working environment in which to prosper and raise our family in Maryland. May God continue to bless you and your family. -Ed

Name: Norm Kalat

Relationship: Controller for Engineering

DEC Location: Maynard

DEC Role: Finance, Plant Manager-Albuquerque

Quote/Memory:

Ken flew in to Albuquerque to tour the plant and talk to some local businessmen. Naturally, I had prepared talk on our products, rates of production, and even how the boilers/chillers worked to support the plant. I picked him up in my VW camper van. This proved to be what he really wanted to talk about.

The picture is of Tony Corciari, myself, Chris McGill, and Dick Esten at the Albuquerque Plant.



Name: David J. Wilson

Quote/Memory:

Ken Olsen might not be as good looking as Helen of Troy, but his DEC technology certainly launched thousands of careers, and there are legions of us that owe our start in technology to the company that he founded. I am one of those many, and I would like to say thank you! I enjoyed every minute of it.

Dave W.

David J. Wilson

President, Encompass Canada—An HP User Group
(formerly DECUS Canada)

613 791-9296

Name: Terry Melle

Relationship: Inspired employee

DEC Location: St. Bridget's, 5-2, PKO2, RLO, Waltham, Burlington Woods, Albuquerque

DEC Role: PDP10 Instructor, Manager in various roles in Manufacturing, Sales and DME

Quote/Memory:

Ken as a man of integrity and excellent character.

The Pinto.

Ken commenting (regarding Wang) that "little companies shouldn't make big computer companies mad." DECWorld, Boston.

I also remember Ken sitting down next to a Field Service Engineer in Rolling Meadows to watch him troubleshoot and repair a power supply.

Favorite video memory: Business Products video of the NOA (Nod Of Approval). Jake, Buzz, Gallup, and that fun loving crew.

Ken—thanks for creating the best company I ever worked for. More fun, more growth and more opportunity to experiment and to succeed.

Photo is my son Josh and me on Cathedral Ledge in N. Conway July 2005.

Terry Melle

Austin, TX



Name: Adrie Sweep

Relationship: Employee

DEC Location: Utrecht and Littleton

DEC Role: Principal Support and Software engineer

Quote/Memory:

1980-1998 first and best company after school.



Tom Phillips, *Digital Equipment Corporation (DEC) board member and CEO of Raytheon Corporation*, shakes hands with Kenneth H. Olsen, *president, DEC*.

Name: Frank Traviglia

DEC Location: Westminster & Marlboro

DEC Role: Manufacturing technician & Customer Svc Mgr.

Quote/Memory:

I joined Digital in 1973 from the Air Force and from the moment I started at Digital, I felt that everyone was part of a family with Ken Olsen as the Father.

Name: Bill Gates

Relationship: Industry Colleague

Quote/Memory:

An inventor, scientist and entrepreneur, Ken Olsen is one of the true pioneers of computing. He was also a major influence on my life. My interest in software was inspired by the DEC computer I first used as a 13-year-old at the Lakeside School. Later, Paul Allen and I used the PDP-10 to create the first version of the BASIC language software for the personal computer. We also enjoyed working with Ken's company as it helped us create the personal computer industry.

Ken's influence is still important at Microsoft through all of the engineers who trained at Digital and have come here to make great software products. The passion and discipline that these engineers learned at DEC are the qualities that we also admire and reward.

It's a pleasure to honor Ken for his contributions to the field of computing and his role in helping to create the computer industry.

Sincerely,

Bill Gates

Chairman and Chief Software Architect

Name: Robert Decker

Relationship: Employee

DEC Location: DEC Hamilton Ave.

DEC Role: Engineer Palo Alto Research WSL

Quote/Memory:

My favorite Memory of DEC was when I was back for an Office One meeting, Ken Spoke to us on Office Automation. At lunch, Gordon Bell was talking about personal computers. Bell said, "I am a big believer in personal computers. I have two of them. Mine are a VAX 11/750 and a DECsystem 1091." I just cracked up it was so funny. The sales force was speechless.

Ken was a great inspiration to us all in Digital. Thanks to him for making an era.



Vo Ken -
With much appreciation -
Mike Dukakis



Top: Michael S. Dukakis, *governor of Massachusetts*, left, and Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*.

Bottom: ARD Annual Meeting, March 3, 1965. Harlan Anderson, *vice president, DEC*, left, and Mark Hahn, *Evansville, Indiana*.

Name: Dani DeParis

Relationship: former Employee and a friend at heart

DEC Location: Andover

DEC Role: Administrative Assistant CAD/CAM Technologies

Quote/Memory:

For 17 years of my career, I have worked for one of the best Company's in the world and for so many years, it was a place to learn, grow and meet some very talented and dedicated people. The people who shared the same dreams as Ken.

I believe one of Ken's hardest challenges in leading DEC was getting all the right people to do all the right things and with his genuity, savviness for technology and the love for science is how he managed to just do that.

DEC is dead, but Ken's legacy for innovation will live on forever!

Dani DeParis

1982-1999

Name: Rodger Burkley

Relationship: One of his minions and many many admirers . . .

DEC Location: AKO1—GIA

DEC Role: Digital Consulting—NDEC focused (Localization and Kanji character support)

Quote/Memory:

Ken was like a 'god' to me . . . but he was also very affable and warm to us new, junior employees. I saw him speak many times and he inspired me. I also supported an interview (translation) with him and a Japanese reporter from Nihon Keizai Shimbun once . . . and saw his mammoth wooly stuffed 'MIT Beaver'. He actually asked me how I learned Japanese during the interview! I started out at DEC as an NPM writer . . . (right out of USAF) . . . and wrote PDP-11 Systems and Options summaries and—of course—the much printed/distributed "Guide to Personal Computing" touting our Rainbow/Professional/DECmate PCs that debuted in May 83. Ken was VERY fond of handbooks! :-)) I also saw him admonish senior DEC VPs/managers publicly in a DEC engineering conference for not designing a 'cable-less' packaging and connection scheme for our computers . . . :-)) He never lost that 'hands on' engineer mentality! What a Great Leader, Innovator, Founder/President and all around "great person"! Too bad his senior staff at the end wasn't up to the task . . . or had a conflicting agenda. But "Digital" lives on! Thank you, Ken!

Name: Marjie Edwards

Relationship: DEC and my father—David Edwards (DEC 1962-1972)

DEC Location: Mill, MKO, ZKO, LTN2

DEC Role: Technology—SQA Team Lead

Quote/Memory:

Seeing Ken in the hallways of the old mill building and being in awe. All the Christmas parties years ago when I was just 5 or 6 where kids sat on Santa's lap and everyone received a gift. I still remember the gift—it was this great game where the board was filled with all size round wooden pegs and you had to pull out the pegs without having it close. It was my favorite strategy game for years—I realized now, many software companies later, it taught me a lot about balancing just enough and not too much. I respect you greatly—your faith, your vision, and I miss DEC terribly. I was there from 1980-1994 and left for a start-up. My old CADSE team still gets together yearly and we talk about the real days of software development and how much fun we had compared to now. I miss everything about DEC, Ken, but I was there from age 18 on. I learned everything there about software, business, and life. Thank you for the lessons.



Name: Jewel Mckenzie

Relationship: None

DEC Location: Maynard, Marlborough

DEC Role: Former Employee

Quote/Memory:

I worked at DEC in the early 70s, for a total of six years. the very best being those first five in Maynard. Your business ethics transcended to your employees due to the way you chose to respect them. There was always an opportunity to grow, you only needed to take advantage of any number of options. You were always visible and we knew you were available.

So this note is really just to say “Thank You”, for so many reasons! I can honestly say DEC was the best company I ever worked for. Wishing you health & happiness for many years to come!

Sincerely. Jewel McKenzie

Name: Raymond Parent

Relationship: As a college professor teaching electronic engineering

DEC Location:

DEC Role:

Quote/Memory:

As a retired College professor, may I put in my 2 bits of memories. In Montreal, Canada, after practicing on a PDP8 and purchasing loads of discrete and rather large printed boards — compared to current chips — from DIGITAL roaming sales representatives, I would introduce electronic engineering students to basic computer technology. Those were the golden years where everyone could almost see the electrons moving through the gates and registers. Thank you, DIGITAL, and I embrace Ken for his vision of the future just waiting to erupt. I suspect that all the monkeys on Ken's back eventually jumped on somebody else's and let him enjoy his well deserved leisure time as I do now myself.

Raymond Parent

Name: Elizabeth Strong

Relationship: DEC Employee

DEC Location: Marlboro, Stow, NYC

DEC Role: Sales and Marketing

Quote/Memory:

Ken,

It was a privilege to work at DEC for 19 years. Thank you for your vision and your fine leadership. DEC set the standard for integrity and outstanding talent. Your counsel to “do the right thing” has been and continues to be a valuable lifelong lesson.

Sincere best wishes,

Elizabeth Strong





ARD Annual Meeting, March 4, 1969.

Top, left to right: Kenneth Olsen and Stanley Olsen, *Digital Equipment Corporation (DEC)*, and Heinrich Jakopp, *EED*.

Middle: Kenneth Olsen, *DEC*, left, and Robert Cole, *Goldman, Sachs & Co.*

Bottom: March 5, 1969. Seated, left to right: Mr. Koxvold, *EED*; Kenneth H. Olsen, *DEC*; Dr. Franco Sartorio, *EED*; Charles Benton, *Computer Usage*. Standing: Dr. E. H. B. Bartelink, *Northeast Electronics*; Donald Putnam, *Conrac*; John Deutch, *Glasrock*; Dr. Yohan Cho, *Tau-Tron*.

Name: Steve Fink

Relationship: Loyal employee and fan

DEC Location: MKO/TTB/ZKO/MRO/LJO/TAY

DEC Role: Office SW, Internet Bus Grp

Quote/Memory:

Many of us will long remember our first face to face encounter with Ken. Soon after joining DEC in 1986, I was parking in the back of MKO parking lot when Ken pulled up in his old red Ford Pinto. Rather than being concerned about the big meeting he was to lead, he walked right up and said “Hi, I’m Ken Olsen, and what do you do?” We had a great chat, and as the conversation came to its close at the building’s door he asked me with his great smile, “Can I borrow your phone?”

Out of context, this story may not make much sense. But for others it will likely bring back many clear memories of Ken, his leadership, humor, respect, and dignity.

Thank you, Ken, for that warm greeting. It had far more impact than you can imagine.

Steve

Name: Stella Ramsay

Relationship: part of his DEC Family

DEC Location: all over! CA MA NH

DEC Role: DEC Temp + DEC Sec

Quote/Memory:

One of my favorite memories is the video I was shown on my first day at Digital Santa Clara in Oct. 1980 with Ken welcoming all of us newcomers and talking about his vision for the company and how it got to where it was at that time. The culture of Digital will always be very special to me. My 18+ years working there created a very important part of my life and gave me many cherished friends. Thank you, Ken.

Name: Tom Siekman

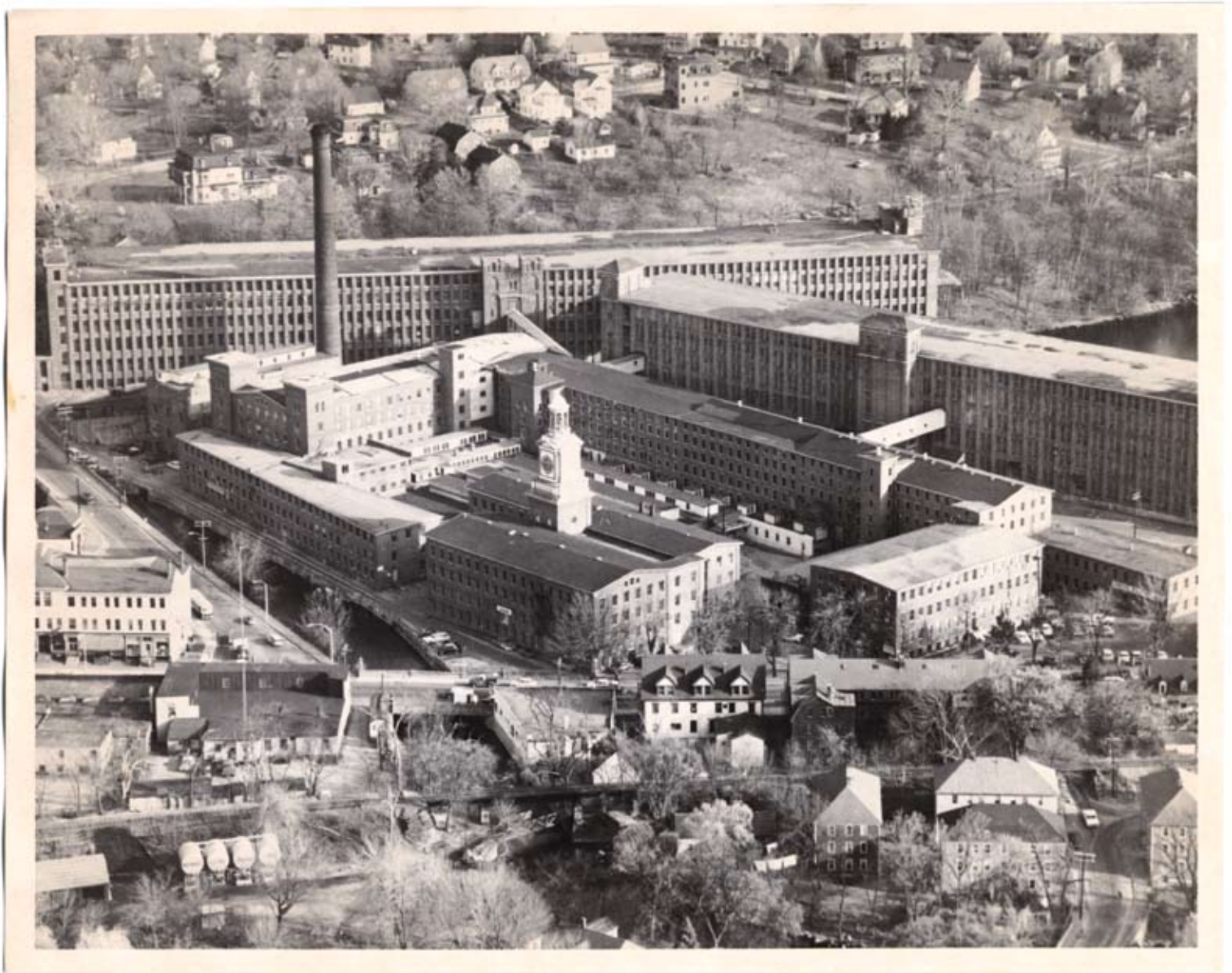
Relationship: attorney/advisor/friend

DEC Location: Maynard

DEC Role: attorney

Quote/Memory:

Ken, even though you were President, you were one of my most supportive and engaged clients when I came aboard as Digital’s patent counsel.



The Digital Equipment Corporation (DEC) purchased the entire Maynard Mill (the Mill) complex in 1974.

Name: Nick Felicione

Relationship: Was instrumental in arranging the announcement of Alpha at the Waldorf Astoria

DEC Location: NYC

DEC Role: NYA Manager

Quote/Memory:

I met Ken several times. The most memorable was when we held the announcement of the Alpha Product line at the Waldorf Astoria in NYC. Ken personally thanked me for all of my efforts. However, the biggest impact was when Ken presented to the DEC team and thanked the employees for DECworld at the Boston Harbor, with the QEII in the background. He stated “that this is all for you” to the employees. He received a long standing ovation. Its amazing the impact one person can have on so many lives Thank you, Ken.

Name: Kevin Secino

Relationship: former DEC employee

DEC Location: Maynard, Marlboro, Hudson, Littleton, Acton, MA (Last position held)

DEC Role: Product Manager PC group

Quote/Memory:

I hope to attend this well deserving tribute to you, Ken. I know you don't know me, but I just wanted to express my sincere thanks to you and your outstanding leadership and treatment of DEC employees.

I am one of the many people who live in Central MA. that worked for DEC. I had started my career at Digital and spent 17 years of my career in many of the facilities within central Massachusetts. I started at the “bottom”. Recognized that if I wanted to expand my career and grow with the company, I needed to go back to school and get my degree which I did. I have Digital to thank for offering me the opportunity to improve myself. Thanks to the culture that YOU established, I was given an opportunity to work for THE most employee friendly, team oriented organizations. A company that believed in its people and a company that was committed to doing the right thing for its customers.

(I joined DEC in 1978 right out of high school).

Thank you, Ken!

Sincerely,

Kevin Secino

Name: Ap Schouten
Relationship: Employee/Colleague
DEC Location: Netherlands and Indonesia (formerly)
DEC Role: Software Specialist/People Manager
Quote/Memory:

Shaking hands with Ken in the Mill during a DECUS (DEES) visit to engineering. Ken made us feel at home, spending his valuable time talking to the overseas visitors. It felt very good.

Maybe nice to know: www.decnet.nl connects roughly 450 ex-DEC Netherlands colleagues. We hold reunions twice a year at least.

DECNET =DEC Netherlands Ex-Employee Targetpoint.

PS VXCompany (my current employer) still supports VMS significantly in the Netherlands. It's still going strong, lots of satisfied customers.

Warm regards,
Ap Schouten
(badge 113282)



Name: Bob Hult
Relationship: employee
DEC Location: parker st., Geneva, Mill, Stow, Nagog, Powdermill Rd. Santa Clara, Marlboro, Nagog, Singapore, Littl
DEC Role: Finance and Operations—exit Altavista
Quote/Memory:

Many thanks from my family and me. We all learned a lot about ourselves and business. Nothing but good memories and a lot of pride in helping to build a great company full of great folks.

Name: Nancy Elrick-Forman
Relationship: employee
DEC Location: Bedford, MA
DEC Role: video editor and director
Quote/Memory:

Ken often came by the Bedford TV studios for broadcasts or interviews. I was honored to meet him and walk him to the studio from the helipad. He never traveled with an entourage—usually he was alone. He even showed his badge to security (#!, of course). The security guard, Donna, gave him a plant every time he came to Bedford.

One time before he was to do a broadcast to the Australia sales team, he saw a black eye mask on my desk. He asked the producer, Ida Zecco, if he could wear it on the broadcast and go on as the “mystery man”. He did.

After the broadcast, he wrote a note on my desk blotter saying “Thank you for the use of the mask” and he signed and dated it. I had pictures from that event so I framed them with the desk blotter and hung it in my office. I still have it.

That was the best company to work for. The highlight for me was working at DECworld TV when the QE2 came in as a floating hotel.

Another funny story was at the DECathalon/Circle of Excellence in Palm Dessert, CA. Ken went on a jeep ride and it broke down—he was the one who figured out how to fix the jeep. It was vapor locked.

When the stock price of DEC started going down, he would say his wife asked him if they had potatoes in the garden and he would say “yes” and she said, “Then we’ll be fine.”

Great guy!

Name: James Wengler
Relationship: Employee
DEC Location: Many in Massachusetts and New Hampshire
DEC Role: Customer Service
Quote/Memory:

My favorite memory was our recruiting efforts at Quinsigamond College. We were hiring young graduates for Customer Service in an effort to bring even more diversity to DEC.

I had been recruited out of Wentworth Institute to work for DEC in 1964. So this was the opportunity to give something back after my good fortune.

Jim



ARD Annual Meeting, March 3–4, 1970.

Top: Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*, left, and Donald H. Putnam, *Conrac*.

Bottom, seated, left to right: Bruno Roux de Bezieux, *EED*; Gordon Johnson, *LogEtronics*; J. N. Veale, *Optical Scanning*; Byron K. Elliott, *ARD*; William H. Bentley, *Cincinnati Lathe*. Standing: John R. Moot, *Cornwall*; Parker G. Montgomery, *Cooper*; Kenneth H. Olsen, *DEC*; Dr. William P. Murphy Jr., *Cordis*; Lewis A. Miller, *Miller & Fink*.

Name: Edward Shanley

Relationship: I did not interact with Ken directly. But my bosses like Henry Lemaire/Dick Yen/Ed McDonough did. Work for 18 years at DEC. Greatest Company I ever worked for.

DEC Location: Marlboro-Far East Memory Products

DEC Role: New Products Mgr.-Group Manufacturing Quality Manager

Quote/Memory:

Ken, did not travel overseas a lot. Eventually he visited customers and the DEC manufacturing plants in the Far East. These plants were highly efficient and run by local managers.

On visiting the Hong Kong plant (that made memory and power supplies) the local managers made a presentation on what the elements of cost were in manufacturing of the power supplies. Ken saw the figures and considered them too high. He sent messages back to each CPU/Power Supply design team that the costs were out of line and Design Engineering needed to pay attention to either fix existing designs or make better new designs. All these design managers did not know what hit them. They couldn't figure what was driving the high costs. After a few panic messages from the Far East Management & the different design teams they found the presentation that Ken was given was given in HK dollars not US dollars. So it looked artificially higher. This was so embarrassing to the Far East managers that they never corrected Ken's impression. This was culturally a very serious "loss of face" by Far East managers. Never to be spoken about again.

Name: Mike Duffy

Relationship: none

DEC Location: Westfield / Enfield / Rocky Hill

DEC Role: Systems analyst

Quote/Memory:

Ken,

Many thanks for creating the wonderful world of DEC. It was a fabulous place to work thanks to your philosophy. Personally, it created a career and provided a future that was looking pretty dull until I had the terrific fortune of being hired into the wacky but wonderful company you created.

Thanks again.

Mike Duffy.

Name: Paul Mosteika

DEC Location: Chicago, Bedford, Marlboro, Nashua

DEC Role: Field Service, Ed. Services, Engineering

Quote/Memory:

I began working for you almost 33 years ago and never quit or got tired. I loved Digital and all it stood for, always valuing and respecting your leadership. You gave me the chance to prove myself and I did; working on PDP-8's to VAX 9000, from OS/8 to now VMS (OpenVMS). I continue to work at what was once your company (and wish it were still true). I regret only meeting you once—VAX 9000, but I attended the VAX 8600, and your last DECworld. My wife Chris, met you in ice cream freezer section at the Shaws in Belmont, NH, maybe 10 years ago.

Congratulations Ken for the many fine years, your accomplishments, and the KOSC.

If you have any tips to buying/selling off VMS, please let me know. We have some good old people that want to keep it going.

Respectfully,

Paul Mosteika

OpenVMS Engineering—Security

paul.mosteika@hp.com

Name: Walter Stutzman

Quote/Memory:

I have always had great respect for the man who made the company's guiding principle "Do the right thing." As an "individual contributor," I was always successful when I followed this precept and, as the employees went, so went DEC: to great achievements, both technological and financial. The organization may have ceased to exist but the immense number of DEC systems still in use testify to the ongoing impact of the company.

(On a techo-geek note, I greatly enjoyed the fact that the name "FUBAR" is forever enshrined in the VAX architecture. This proves that successful companies can have a sense of corporate humor, albeit deftly hidden in a product).

Walter Stutzman

wjstutzman@cshore.com

Software consultant

RCH (Rocky Hill, CT)

Name: Rose Ann Giordano

Quote/Memory:

Dear Ken,

It is difficult to express the tremendous role you played in the lives of so many DEC people by creating a company and a culture that provided thousands of us an opportunity of a lifetime. The company that you created allowed us to work for an extraordinarily successful, vibrant, admired company that encouraged individual initiative, integrity and commitment to customers. The personal growth and friendships that we made at DEC have enriched our lives.

There are two particular instances that for me highlight the culture that was DEC. Early in my DEC career you taught me the meaning of "he who proposes does". I proposed to the Operations Committee in 1980 that the company should re-commit to the DEC 10/20 business. The proposal carried by only one vote and you walked from the back of the room to congratulate me as the new Product Line Manager of the group. Totally unexpected and not part of the proposal, you gave me the opportunity to lead.

Again, by example, several years later when it was time to discontinue the product line, you demonstrated that acting with integrity was core to the our culture. The decision to discontinue the product line was made five days prior to DECUS. Since product transition plans were not yet in place, it was suggested that we postpone public announcement for several months. You firmly said that it would be dishonest not to inform customers at DECUS since the decision had been made. You made the tough but ethical decision.

Thank you for creating the wonderful company that was DEC. I wish you health and happiness.

Sincerely,

Rose Ann Giordano

Name: Bob Farquhar

Relationship: Friend

DEC Location: Merrimack, Nashua, NH

DEC Role: VP, Media Industry Marketing

Quote/Memory:

Memories. So many good ones. . . of Ken always challenging me to be better than I thought I could be. . . of Ken, the friend of the newspaper industry. . . of Ken, for whom ethics were always at the forefront. . . of Ken, who helped me raise money for young disabled adults, of which my son is one. . . and of DEC (please, not Digital). Thank you, Ken, for the best business years of my life!



Top: ARD Affiliate Dinner, March 2, 1965. Seated, left to right: George Kozmetsky, *executive vice president, Teledyne*; Harold McGowen, *president, Cameo Inc.*; Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*; Henry W. Hoagland, *ARD*; Milton Miner, *president, Trident Industries*; Oscar W. Haussermann, *ARD Director*. Standing: Henry Harding, *president, LFE*; David Sunstein, *president, General Atronics*; William Arrasmith, *general manager, Radar Relay Division, Teledyne*; Dr. William B. Heroy, *chairman, Geotechnical Corporation*.

Bottom, left to right: ARD Annual Meeting, March 3, 1965. Kenneth H. Olsen, *president, DEC*; Harlan Anderson, *vice president, DEC*; Geoffrey de Vitry, J. P. Lehmann, Steven Popell and Tom Widdaas, *Harvard Business School*.

Name: Paul Pazolt

Relationship: My former CEO at DEC and sadly missed

DEC Location: Nashua NH, Waltham MA, Salem NH

DEC Role: Assembler, Technician, Group lead, Project Manager

Quote/Memory:

Dear Ken,

I joined digital in 1977 after a short stint in the HVAC trades as an apprentice. The work was on and off in trades during this time. Finally, my brother suggested a career switch to the computer industry that was booming with opportunity; namely Digital! It took a few months to land a position but I finally got in as an assembler for Traditional Products, Nashua NH. From there I never looked back and found one of the best companies on the planet to work for. In today's market things are so much different and not for the better; especially for employees who are dedicated and want to help companies succeed. Much like my start in the trades we are here today and gone the next in a global market.

My favorite memories are the hey days of Digital where you could start from the bottom, learn, grow, and take risks. Somehow the Digital culture not only promoted personal growth but expected it. I have not seen this culture of growth within a company since and sadly this culture may be long lost. Another fond memory points to my brother who connected me to DEC in the first place. His Name is Richard Pazolt, former captain, Delta Airlines. During the 1980s you apparently stuck your head in the cockpit to look around. Richard immediately recognized you and said "Hey, you're Ken Olsen . . . Digital! I purchase your stock and my little brother works for you!" Richard called me after his flight tour and explained his excitement with meeting you and shaking hands. In Richard's words: "Ken is such a down to earth guy to speak with. Ken just wanted to see the cockpit and asked a lot of questions about how a pilot interacts with the technology."

Ken, you left an impression with my brother and I that we'll never forget. And remember: Digital still lives via a variety of comrades who still communicate via email and user groups.

Thank you, Ken, for my opportunity to grow as an individual while also making a living and friendships that never dissolve.

Sincerely,

Paul

Name: Gene Cronin

Relationship: employee

DEC Location: Maynard (Mill) and Merrimack NH MK2

DEC Role: Software Technical Writer

Quote/Memory:

In the mid-80s, I was on a Boy Scout wilderness canoe trip in Maine with my son and 20 scouts. On a river, far from civilization, we met my employer, Mr. Olsen. He had been on a canoe trip in Canada, but decided to come down to Maine. We shared a campsite with him and that night he came down to entertain the boys with stories of New England, including Benedict Arnold's invasion of Canada along that same river. Mr. Olsen held those youngsters spellbound as he told the tale, complete with a map of the route scratched out on the ground. That night, he impressed me and all those boys with his humility and joy of life. It has been one of the pleasures of my life to have worked for him and to have been lucky enough to know him in this very different setting.

Name: Brian Handspicker

Relationship: Employee

DEC Location: LKG

DEC Role: EMA Architect/Technical Director

Quote/Memory:

Ken has given a stunning gift to the entire computing industry: generations of committed and principled entrepreneurs Ken created a culture at Digital that fostered innovation coupled with ethics. The difference between the possible and impossible was the willingness to try. "Do the Right Thing" was the corner-stone of decision-making within the company. Imbued with those principles, DECies have gone on to found thousands of new companies, many of which are the foundation of the modern computing and Internet industries.



Name: Carol St.James

Relationship: Employee

DEC Location: numerous—165 Dascomb Rd, Andover, MA 01810

DEC Role: Principal Engineer

Quote/Memory:

I started with Digital out of college in 1980. We were a real team and proud of being a part of your legacy and visions. We were excited, learning, contributing and had a feeling of being part of new inventions and had commitment to each other. We always admired you, Mr. Olsen. We still are very honored to have been a part of a Your Company and your philosophy. You made so many of us better people. You helped our families and your care for us is still in place. You live in the hearts of so many and we talk about our days at Digital and of you with the highest REGARD and RESPECT and APPRECIATION. I am currently a Global Product Lifecycle Manager for ISS Servers. I thank you for giving me the opportunities that have lead me to where I stand today. Looking forward to the event on June 17th. My Highest Regard and Appreciation, Carol St.James (Digital—Compaq—HP . . . !) (I do not have a picture of me on hand, but attached a picture of my son, who is in Business Honors Program and wants to Minor in Business/ Major in Engineering—family—so important . . .)



Name: James Clifford

Relationship: Employee

DEC Location: PCO

DEC Role: Finance

Quote/Memory:

Thank you for the years employed at DEC. Great Company and employees that make it run.



ARD Annual Meeting, March 1, 1967. Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*, left, speaks with Robert E. Slater, *president, John Hancock Mutual Life*.

Name: Pedro Vargas
Relationship: Employee
DEC Location: Various
DEC Role: Various
Quote/Memory:

Hello Ken;

Although we never met face to face, I did “run into you” several times during my 27.5 years with Digital. I began working for DEC in 1973, after 4 years in the US Air Force, plus 1 year with RCA Global Communications. My DEC life began in the San German, Puerto Rico site, testing and diagnosing “flip/chip” modules; where I was allowed to grow into testing and diagnosing PDP 8/M, 8/A, RL01 and VAX modules. I was also allowed to move up to several technical leadership/management positions during my 27.5 years.

My first ten years working for DEC were in the San German and Aguadilla Puerto Rico sites, where I saw countless persons, their families and their communities truly benefit because of DEC (and Ken Olsen.) Not just monetarily, but professionally; your impact to the western part of Puerto Rico was truly phenomenal. I am not sure if we will ever see such a beneficial impact made by any other company or person!

When I started with DEC in 1973, I had just a high school diploma, plus 5 years of practical experience in electronics. Thanks to DEC (and I always feel to you, Ken Olsen) I completed a BS in Computer Sciences, a Masters in Computer Sciences, plus an MBA to boot. DEC always inspired its employees to grow technically, and I felt it was my responsibility to improve myself, if DEC was also to be “improved from within”. (I was very happy working for DEC, and would have retired if not for getting “push out” after the Compaq debacle.)

For a person in your position, this may not seem like much, but for a boy who came from an area in New York City, where most Puerto Ricans wind up with dead end jobs (if not dead themselves) DEC and you, will always have a special place in my heart. Do not take this lightly; although I am “old, gray and much wiser and somewhat more cynical about corporate CEOs,” I truly believe you did truly create a modern day miracle for many of us!

I thank you for following your dreams in 1957! My family and I truly wish you the best, as you are a true inspiration to all of us.

Thanks and God Bless You, Ken!

Pedro Vargas
Badge # 31682



ARD Annual Meeting, March 2, 1966.

Middle: Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*.

Bottom, seated, left to right: David Dyche, *Morgan Guaranty*; John Busby, *Optical Scanning Corporation*; Dwight P. Robinson Sr., *director, ARD*; Captain Joseph Jeffery, *director, CED*; Dorothy E. Rowe, *ARD*. Standing: Kenneth H. Olsen, *president, DEC*; William Wood, *Applied Dynamics Inc.*; William Barnabas McHenry, *Reader's Digest*; Arnaud de Vitry, *EED*.

Name: Peter Bennett

Relationship: Fellow Board Member at Gordon College

DEC Location:

DEC Role:

Quote/Memory:

Ken, I was all of 32 years old, and I remember the meeting very well when you said, “Why do a search? We know everyone out there who is at all qualified, and the best person is right here under on our own campus. Let’s forget the search and name Dick Gross as our new president.”

Well, so much for protocol. Surprise, surprise! As usual, you were very persuasive, we took your advice and it worked out very well. Thanks for being such a good friend of Gordon College over all of these years.

Name: Jill Hitchcock

Relationship: Ken was our DEC-ie father

DEC Location: Mt. Royal, then MRO3, then TAY2

DEC Role: Sales Operations; Global Marketing Mgr

Quote/Memory:

It’s September 1981, Mt. Royal, Marlboro MA.—recently separated, unemployed, it’s my first day at Digital. Upon entering the Mt. Royal elevator, a guy in a beige trench coat, crumpled crew hat, with a broad smile, beamed, ‘Good morning, nice day’. I’m thinking, it’s raining, I’m broke, getting a divorce—what’s so good about it, but—I smiled, as I exited the elevator.

As I slid into my office cube, all was a-buzz around me—‘KO’s at Mt. Royal, anybody see him?’

Only later that day did I realize the unassuming, open guy in the elevator was indeed Ken Olsen. He may not remember me, but he has had a lasting impact on my life.

Ken created an awesome family-oriented, innovative culture at Digital which remains intact—former DEC employees will always be family among DECies. Our hearts, homes, and intellect are open to other DECies anytime, anywhere, whenever.

Thanks, Ken. Your leadership by example encouraged us to aspire, achieve, and enrich ourselves, our family, and our community.

Your legend lives on. My life, and the world, Ken, is indeed enriched because of you.



Left to right: Henry W. Hoagland, *vice president, American Research and Development Corporation (ARDC)*; John Barnard Jr., *general counsel, Massachusetts Investors Trust*; Jay W. Forrester, *professor, Massachusetts Institute of Technology (MIT)*; William H. Congleton, *vice president, ARDC*; Harlan E. Anderson, *vice president, Digital Equipment Corporation (DEC)*; Kenneth H. Olsen, *president, DEC*; Ms. Dorothy E. Rowe, *treasurer, ARDC*; Vernon R. Alden, *president, Ohio University*; Arnaud de Vitry, *EED*; Wayne P. Brobeck, *director of consumer relations, Vitro Corporation of America*.

Name: Bob Walsh
Relationship: Lowly employee
DEC Location: Scott building to Andover
DEC Role: Field Service Logistics
Quote/Memory:

My first week at DEC. Sent off from the Scott building to roam the halls of “the Mill” to find several stockrooms (12 and 20 I think), to procure parts for some priority orders. I am LOST in the bowels of this maze. Coming the other way is this somewhat balding, rotund gentleman with his white shirt and tie a bit askew. I did not know he was Ken until later, but I did get reasonably good directions. . . Congratulations—oh, and thanks!

Name: Adrienne Denault
DEC Location: Woburn, Burlington, Littleton
DEC Role: Senior Product Manager
Quote/Memory:

Mine is a thank you . . . I was afforded so many opportunities that enabled me to do more in my career than I ever believed possible because of the culture that you fostered. I was with DEC 20 years and I miss it terribly. Work was fun at DEC—I met my husband and made life-long friends there. Thank you, Ken.

Name: Kathleen Ellertson
Relationship: Just an admiring employee
DEC Location: MPO and SSO (Mpls and Sacramento)
DEC Role: Field Service Marketing and Professional Services
Quote/Memory:

Ken

I worked at Digital from (Feb)1983 til 2005. I loved Digital and was so committed to our success that I didn't realize until I left that I was still trying to “save” the company (transitioning thru Compaq and HP) until I left last October! I have so many fond memories of my time at Digital and all the wonderful advances we made in technology. Thankfully, Intel does not need saving.

Fondly,

Kathleen Ellertson
RPG
Desktop Platform Launch Program Manager
Intel Corporation
916 377 9832

Name: Pedro Z. Toro-Mercado
Relationship: DEC Employee—16 years (1977—1993)
DEC Location: San German, Puerto Rico
DEC Role: Engineering Manager
Quote/Memory:

Working with extraordinary product lines, outstanding employee oriented and state of the art in his time company like DEC has been one of the significant benchmarks in my life. The charisma reflected by a visionary like Mr. Ken Olsen set thru the path for a well named Digital Equipment Corporation. I feel very proud of being part of DEC and to worked for an extraordinary leader like Mr. Ken Olsen. I thanks him for establishing a plant in San German, Puerto Rico.

Congratulations, Mr. Olsen, for an extraordinary path in life. My family and myself thanks you for the opportunity of working for the best company know as of today in PR; Digital Equipment Co.

Pedro Z. Toro Mercado
Engineering Manager
Printed Circuit Facility
San German, Puerto Rico
Caribbean Operations

Name: Pedro Madeira
DEC Location: Portugal
DEC Role: started as FSE ended as SBU Mgr
Quote/Memory:

The DIGITAL Way “we care about people” and “Customer Satisfaction” improved myself more then anything else.

The contact with the DIGITAL view of IT, changed my perspective of technology for ever.

Thank you, Ken



Name: François Sauer

DEC Location: Maynard, Geneva and Boca Raton FL

DEC Role: Healthcare Latin America

Quote/Memory:

When I joined DEC in 1988 I was very much enthused by the value of “do the right thing!” Born and raised in Switzerland, then living for 20 years in Mexico before coming to the US I was exposed to very different business cultures! For me what therefore resulted invigorating was the many dependable role models for “doing the right thing” that I find all around me at DEC! At an individual level, it was for me a blessing to work with brilliant people committed to do their best! Ken, thank you for engineering this culture of excellence.

François W. Sauer



Name: Janet Walsh

Relationship: employee

DEC Location: MLO5-5

DEC Role: Engineering project manager

Quote/Memory:

I worked at DEC from 1979-2000, reporting into Jesse Lipcon’s MicroVax engineering group. What I loved about DEC was the sense of working on cutting edge technology, being surrounded by the most intelligent people I have ever had the pleasure of meeting and the ownership and empowerment that was encouraged and expected. The day that Ken casual walked into our lab and started asking questions about our projects is something we still talk about. We had heard stories that Ken did this type of thing and we found out it was true, he knew about our projects! he talked to us! It instilled such a sense of pride in our work. The lessons learned at DEC are ones I draw on every day and for entertainment I regale coworkers with numerous mill stories.



September 1992, Farewell at the Mill.

Name: Janeen Tibbetts

Relationship: My Hero

DEC Location: Woburn/Wilmington/Merrimack NH/Littleton

DEC Role: Logistics/Sales Support

Quote/Memory:

He was a gentleman, he cared about his employees AND their families, i.e. Canobie Lake, etc.

May God Bless him and his family for all the good works and kindness he showed to all of us.

Name: Suzanne Parent

Relationship: DEC employee

DEC Location: Montreal, Marlboro, Belgium, Ft. Lauderdale

DEC Role: Software Specialist, Channel Dev Industry Mktg, GAM, Territory MCS Manager

Quote/Memory:

I can honestly say and repeat that I accomplished more dreams with Digital from being a software specialist in Montreal to a multi-cultural, cross-functional, international Sales and Technical Manager able to handle any situations at all levels. Nobody can offer that today.

I wish all the Alumnae could get together and start our own company and make a difference like Ken Olsen did.

Thank you, Ken

Suzanne Parent

Name: Bryan Marler

Relationship: Worked with Ken on OSF

DEC Location: Salem (NIO), MRO4 & Sales.

DEC Role: Nautilus Product Controller, ESG Operations Manager and Corning Global Account Manager

Quote/Memory:

Ken imparted to us all such an ethical and inspiration spirit that I continue, even now after all these years in sales with Compaq and HP, to introduce myself to customers as “being with Digital”. And this introduction is always received with recognition and respect.

Name: Tom Iannotti
Relationship: DEC Employee
DEC Location: Too many to list!
DEC Role: Sales and Sales Management
Quote/Memory:

I met Ken when he came to Rochester NY. He was there to meet with Colby Chandler to ask him to join the DEC BOD. I was the District Sales Manager for Upstate New York at the time. I picked him up at the airport and took him to the Digital office for an employee session. The session ended with one of those famous Ken memos about what he learned from the field when he visited Rochester! I later took him downtown to Kodak HQ so he could meet with Colby.

My simple message to Ken. Thank you for creating and leading Digital to greatness. I joined DEC right out of college and I am still here! It was a special company with basic but important values. You have touched the lives of more people than you could possibly know. God bless you and your family.

Name: Deborah Pace
Relationship: Employee
DEC Location: Westfield and Springfield, MA
DEC Role: Accounting Coord/Employer Relations
Quote/Memory:

I want to thank Mr. Olsen and his family for providing people in the black community with excellent job opportunities, corporate training & other great skills that will were ahead of so many other Fortune 500 companies. Because of Mr. Olsen his brother and their passion to bring Digital Equipment Corporation into the world; a vision that help others to dream and realize their potential. I was able to work, purchase my first home, take care of my 2 daughters, finish my college education and gain skills that I will utilize the remainder of my life. DEC will always be a part of my life and memory. I would love to work for him again. I salute the leader, hero and great visionary man today and always.

Sincerely,
Deborah Pace

Name: Donna Rasmussen

Relationship: Former employee of DEC

DEC Location: Maynard, MA

DEC Role: Administrative Assistant

Quote/Memory:

I have so many wonderful memories of my days working at Digital. I worked for DEC for 10 years.

Most impressive was the fact we were able to conduct Bible Studies during our lunch hour. What a blessing that was to meet with other believers during the work day to pray and study the Bible.

I sang in the DEC Carolers, which brought alot of joy to others during the Christmas Season. Who can forget when we were hosted a wonderful luncheon in Ken's office area and had a chance to sing in the chamber located in his area with acoustics that were so advanced!

I met my husband who was a DEC employee, and we've been married 18 years now. I continue to work in the technology field as an Administrative Assistant at ProSource, Inc./LabPros, which is an engineering placement agency and places mid-to high level engineers in the Boston area. A year ago I did some temp work at MIT, which was a phenomenal experience. My years of Digital experience in technology continues to serve me well in the work-force. I'm forever grateful to Ken and his entrepreneurial spirit.

My husband works in sales in the software industry.

Our son who is 17 is looking toward a future in Art/Graphic Design and Gordon College is one of the colleges he is looking to apply to.

Ken has been and continues to be a part of our family in many ways and even into another generation of our family.

God Bless you Ken, and thank you for being a person who thinks outside the box and willing to walk a new path.

In gratitude,

Bill, Donna and Chad Rasmussen



Top: President Ronald Reagan is welcomed to the Digital Equipment Corporation (DEC) Boston Plant.

Bottom: President Reagan speaks with Kenneth H. Olsen, *president, DEC*.

Name: Mary Dietel

Relationship: Employee of Digital

DEC Location:

DEC Role:

Quote/Memory:

I am so thrilled to have this opportunity to drop you a line, truly wish I could attend this event.

Our family truly thanks you, your company hired me at a time of need in our family. I was 49 years of age when hired, your company allowed me to learn and grow, I enjoyed 13 years of employment at DEC. I gave my best and was dedicated to my job because I respected you and will always think highly of you. You are a one of a kind employer. I worked many jobs over the years, yours was the best company anyone could ever dream of working for, I will always remember my years at DEC. I would have loved to have worked for you longer but you offered that wonderful retirement package in 1992, I had reached the age of 62 and it was best for me to accept it, it was a blessing.

I take this opportunity to say a special "THANK YOU" from a grateful employee. May God bless you and watch over you.

Sincerely,

Mary Dietel
15 Schobert St.
Clinton, MA 01510

Name: Karen Kolling

Relationship: employee

DEC Location: Maynard (PDP-10), Palo Alto (DECSRC), etc.

DEC Role: software engineer

Quote/Memory:

I want to thank you for being the best CEO ever.

You set a great example of integrity, decency, fairness, and lack of arrogance. This country and the world would be an unbelievably better place if the CEOs of other companies and politicians behaved the same way.

Plus, DEC was the best place to work ever. Great projects, great co-workers, everyone glad to come into work, and support for individual initiative.

Thanks,

Karen Kolling



President Ronald Reagan speaks at and tours the Digital Equipment Corporation (DEC) Boston Plant.

Name: Peter Mitchell

Relationship: An Employee

DEC Location: Mill, Merrimack

DEC Role: Board shop, Field Service-Logistics, Inside Sales

Quote/Memory:

In signing up for the event and here for the memory book there is the question of "Relationship to Ken." That can be answered in many ways. I was his employee, a friend as Mr. Olsen thought of everyone as his friend and a family member of the Ken Olsen—DEC family. If you worked at DEC you were all that. There are not many companies now and that will come in the future that will have a leader like Ken Olsen.

There were many memories but one of the best memories was dropping my son Peter Jr off at the Stow office in the later days of DEC for my son to interview him for a school paper. People told me that that could never be done but it happened. It is a highlight in my son's life still 12 years later. He asked Ken some pretty pointed questions about how the business was run and all were answered but one. My son asked him how much he was worth. He gave my son a big smile. The only time Ken was speechless during the interview.

Other memories include his walking around in the mill and saying hi a lot. Even in the acid filled board shop.

Seeing Ken drive up in his old beat up and rusted out pick up truck in back of his mill office while a line of limo's were unloading the DEC investors and dignitaries from around the world just a few feet away. He got out of the truck still dressing and headed up the back way to his main office. The board shop was not a very clean place to work but being just across from his office and seeing one of the world's most powerful men in business go to work like everyone else gave you a good feeling.

He was "forced" to drive a new Ford Continental when he was on the Ford board of directors. He drove by me at the Main Street entrance one day and going through the gate I said "nice car." By the look on his face he would rather have been in the old truck.

I would like to thank Mr. Ken Olsen for these and all the other DEC memories. I still work at the remnants of the old DEC. There will never be another DEC or leader like Ken Olsen.

Name: Linda Myers-Tierney

Relationship: employee, honored to work at Digital from 1977 to 1990

DEC Location: MRO, MKO, Maynard, Concord, Burlington. . .

DEC Role: Finance, Sales, then Marketing

Quote/Memory:

Of the many blessings in my life, I count working for Digital near the top. I feel privileged to have worked in an organization where I was impassioned by a shared vision and where my work really meant something. It was a nurturing environment that enabled me to do my highest and best work, and be with a group of intelligent and professional people doing likewise. It created a work standard for me that I will forever aspire to replicate. I often think of my gratitude to Ken Olsen, Digital, and the fine people I worked with there. Ken, your effect was far-reaching. Thank you.



Name: Don Houle

Relationship: Employee #68655

DEC Location: Salem, NH

DEC Role: Purchasing

Quote/Memory:

Ken,

Thank you for employing me for 20 years of my life and for assisting me in obtaining my Bachelor's Degree. I truly enjoyed working at your company. There will never be another one like DEC.

Sincerely,

Don Houle

Auburn, NH

Name: Stu Klotzle

Relationship: Former DEC employee

DEC Location: MLO, TWK, MKO, NRO, WMO, Andover, Nashua, Salem, ACO

DEC Role: Printed Circuit Board Designer and Technical Writer

Quote/Memory:

Here are four of so many:

- 1) I began at DEC on the second shift, because there weren't a lot of PDP15/CalDEC PCB Design systems, and we shared them on three shifts.

I parked near shipping and was told that I was in Ken Olsen's parking space one afternoon. There were no "reserved" spaces, and even I could have parked in front of KO's office in ML1. He didn't park there himself, and this big man drove a little Ford Pinto, even as a member of Ford's board of directors. I always worried that he might get hurt in an accident and wished that he'd drive at least a big, safe Lincoln. How humble can you get?

I think that we figured his stock alone must've been worth around \$316M at the time.

- 2) When I was told to not show up for 2nd shift the Monday of The Blizzard of '78, I had to miss a week's work, as did so many others. We were all paid, thanks to Ken. Good guy.
- 3) While volunteering for DECWorld at the World trade Center in Boston, I was on the second floor of the hall when Ken walked in. It was like the EF Hutton commercials popular back then: everyone turned quiet and all eyes were upon our leader. Quite a presence. A great man.
- 4) I remember the excitement of my first helicopter ride in one of DEC's fleet. DEC was flying high back then. Too bad that, like all good things, DEC's dominance and culture came to an end. The memories will last forever, thanks to KO.





ARD Affiliate Dinner March 14, 1972. Seated, left to right: Jean Gueroult, *EED*; Alistair M. Campbell, *director, ARD*; Claude Bertrand, M.D., *director, EED*; Byron K. Elliott, *director, ARD*. Standing: Claude Janssen, *EED*; Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*; Georges F. Doriot.

Name: Wayne Fernald
Relationship: employee
DEC Location: HLO—Hudson Semiconductor Operations
DEC Role: Principal Industrial Engineer
Quote/Memory:

Thankyou for your leadership and for providing such exciting, challenging career opportunities for so many employees for so many years. I treasure the memories of my 18 years involved in Digital's high tech manufacturing and research excellence. You created a work culture that resulted in one of the best employee working environments ever operated within the American free enterprise economic system.

Name: Darlene Fleischman
Relationship: Employee
DEC Location: Mill
DEC Role: Finance
Quote/Memory:

Not one moment or memory stands out. Just an overall memory of an excellent place to work, learn and grow. My life revolved around Digital for only 6 years, beginning in 1988. I have many DEC friends to this day. DEC Golf, DEC Ski, DEC Softball, Digital Credit Union, DEC Notes (which we still talk about until this day). Fantastic place to buy and sell, get travel information, discuss your favorite subject, much like the internet today.

I have waited for Ken to write a book. I'm not sure why he hasn't written his story. DEC affected not only the lives of the employees and their families, but the lives of all the businesses, hired by and partnered with over the years. It had a huge effect on the times and I think it's only fitting for Ken to leave us with his story in his words for historical purposes.

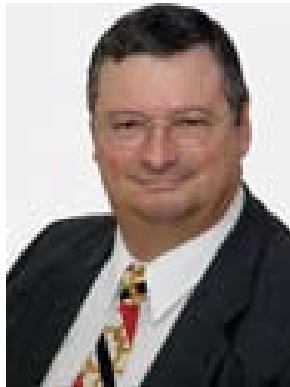
Name: Donald Robichaud
Relationship: Several layers down on the Org Chart
DEC Location: Maynard
DEC Role: Systems Administrator
Quote/Memory:

I started at Digital Equipment Corporation as a janitor in November of 1980 and basically owe my current career to a man who created a corporate culture with an attitude towards employees that is sadly lacking today, in the industry in particular and the country in general. Thanks Ken.

Name: Guillermo Barrera Fierro
Relationship: Employee
DEC Location: DECSP0
DEC Role: Unit Software Manager
Quote/Memory:

I want to thank Ken for creating a company based on VALUES. I was proud to be affiliated with DEC and I applied all that I learned when I founded my own dot.com later.

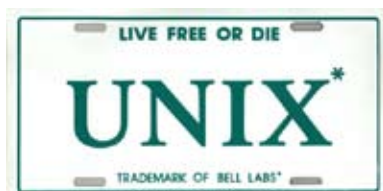
He was my Mentor, unsurpassed since then.



Name: Greg Cline
Relationship: Employee
DEC Location: Tewksbury, MA; Merrimack, NH
DEC Role: Software Engineering
Quote/Memory:

From <http://en.wikipedia.org/wiki/Ultrix>

“Armando Stettner suggested to Bill Doll during a hallway conversation that it was time for DEC to make a native VAX Unix product available to its customers. A proposal was made to Bill Munson who later presented the idea to Ken Olsen. It was said that Olsen grabbed a Unix license plate, slapped it on someone’s chest and said let’s do it. Thus began Ultrix.”



Name: Michael Foley

Relationship: Someone I always looked up to

DEC Location: PKO/TWO/South Lawrence/Chelmsford/LKG/ZKO/AKO/MRO

DEC Role: Started as a driver for SPR Administration, left as a Technical Marketing Engineer

Quote/Memory:

My Mom was the receptionist at PKO and then Aviation Services. Phyllis Foley. She'd tell me how Ken would come in and the managers would be running around, making a big deal of him. She said she'd just treat him like anyone else and he liked that.

I met Ken the first time as he was coming out of the Radio Shack at the Burlington Mall. I was with DEC maybe a year. I stopped him and said that I just wanted to thank him for a great place to work. He smiled and gave me some words of encouragement and thanks.

I started at DEC driving a car, not knowing what I wanted to do with my life. I ended up being the system manager for the VMS group and when I left DEC, I was a technical marketing engineer, a role I still perform at another company, 7 years later.

I'm so grateful for the wonderful life you have given me, Ken. DEC was a great place to "grow up" and learn. I miss it greatly.



Name: Hazel Wagner

Relationship: worked for DEC and Ken Olsen for more than 13 years

DEC Location: Chicago and Marlboro

DEC Role: many

Quote/Memory:

I'll never forget the time I was riding up an escalator during a DECWorld event and Ken was on the down escalator when he suddenly notices me and calls out, as he is moving further and further away, "Is the *Chicago Tribune* more left or right?" He was on his way to an interview with the *Chicago Tribune* that I had arranged.



Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*, left, and Carol Schwab, *employee, DEC*, at the DEC-POS celebration.

Name: Mel Thebault
Relationship: Work family
DEC Location: Formerly at ZKO and other sites
DEC Role: Project and Program Manager
Quote/Memory:

Ken,

The culture you created at Digital Equipment Corporation has enriched my life in many ways. I was never so happy professionally as I was in those years working for you. Thank you very much for everything!

Best Regards

Mel

Name: Stan Burrows
Relationship: I worked for Ron Smart
DEC Location: mill 10-1
DEC Role: I.S. support for LRP
Quote/Memory:

I loved my 15 years at DEC.

Best professional environment I have seen.

We wish you well!

Stan

Name: Carol Schwab
Relationship: Digital Employee
DEC Location: MRO
DEC Role: Executive Assistant
Quote/Memory:

Dear Ken,

It was an honor and privilege to have had the opportunity to work with you and Ann during some of the most exciting times at Digital. I will never forget your kind spirit and leadership that made this company so great.

I hope you enjoy this photo [left] of us that was taken at the DEC-POS celebration of our new product introduction.

Warmest Regards,

Carol



Top: ARD Annual Meeting, April 18, 1973. Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*, right, and M. C. Kaplan.

Middle: ARD Annual Meeting, March 15, 1972. Kenneth H. Olsen, *president, DEC* and Henry W. Hoagland, *Fidelity*.

Bottom: ARD Annual Meeting, April 18, 1983. Kenneth H. Olsen, *president, DEC*, left, and Richard J. Testa, *Gaston, Snow, Motley and Holt*.

Name: Nick Warchol
DEC Location: Mill
DEC Role: Consulting Engineer
Quote/Memory:

One day my wife and son, who was 2 years old at the time, came to meet me for lunch in the Mill cafeteria. Ken was talking to a group of gentlemen in suits in the lower Thompson St. lobby as my son came running up the walkway towards the door. Ken stopped his conversation, opened the door and personally greeted him. What other company president would do that?

Name: Geoff Shingles
DEC Location: Reading UK
DEC Role: Managed UK company for 25 years
Quote/Memory:

Ken arrives at Reading office early and unannounced. Asked for badge number by efficient receptionist. Badge number 1 was not quite credible so asked to wait until identified! Local manager and receptionist subsequently “mildly” embarrassed. Ken quite cool as she did her job.

Name: Martin Appelson
Relationship: Sales Executive
DEC Location: Parsippany, NJ
DEC Role: Strategic Account Manager
Quote/Memory:

As I look back on my 14 years at DEC from 1980-1994, I realize that the culture Ken fostered and the thrill of being part of a dynamic, industry changing company was a privilege and continues to be a highlight of my life. Thank you, Ken, for a remarkable journey.

I will never forget my first month at DEC when I travelled to MA to attend the new sales representative training and Ken drove up in his old Ford Pinto to say hello the last day of class and welcome us to DEC. Wow!

He was gracious, and warm and inspired all of us with a sparkling vision of the future.



Top, seated, left to right: Richard Close, *Airborne Instruments Lab*; Senator Ralph E. Flanders, *director, ARD*; Lloyd Hahn, *president, Hahn Inc.*; William H. Congleton, *ARD*; R. J. Bailey, *vice president, Autoclave Engineers*; Jack Hamilton, *vice president, Geotechnical Corporation*. Standing: Harlan Anderson, *vice president, Digital Equipment Corporation (DEC)*; John Busby, *president, Digitek Corporation*; James Sotckwell, *vice president, Adadge Inc.*; Dr. Cuthbert Hurd, *chairman, Computer Usage*.

Bottom: ARD Affiliate Dinner, April 17, 1973. Standing: Robert McCabe, *Lehman Brothers*; Dr. John Sterner, *Cordis*; Gerald Sutton, *CED*; Arthur Goldstein, *Tonics*; Kenneth H. Olsen, *president, DEC*; G. William Miller, *Textron*. Seated: Donald Putnam, *Conrac*; Jean Gueroult, *EED*; David Stone, *North American Management*; Dr. Carlo Bombieri, *EED and Textron director*.

Name: Kathleen Richer

Quote/Memory:

Over the years since I left Digital, I've often thought about dropping you a note so I am very pleased this opportunity has presented itself.

When I joined Digital, I worked for the Technical Writing Department in the "old" mill. I remember coming to work after a weekend and finding dust and bugs on my desk from what fell from the ceiling. Then there was the time the squirrel got into the conference room. There was much less excitement after the building was refurbished.

On the serious side, I was always proud to work for Digital; I felt we were honest with our customers and produced good products. I still run into people who speak fondly of using Digital equipment in college or working on the early PDP 8's, RSTS or DECsystem10.

In particular, I admired the guidance you provided for the company, allowing people to take on new responsibilities and grow with the company. You and your company provided opportunities that greatly enriched my life.

Digital was a special place to work. I am glad I had this opportunity to say Thank You.

Kathleen Richer

Name: Elaine (Navadonsky) Dooley

Relationship: Executive Response

DEC Location: Mostly Stowe

DEC Role: Corporate Customer Relations Manager

Quote/Memory:

My 22 years at Digital were my most memorable, successful and exciting years of my career. It was because of Ken that I was able to grow and develop. I also learned the importance of all employees at all levels and what they bring to a successful organization.

Ken will always be my mentor. When wrestling with a tough business decision I often recall how Ken would have handled it to guide me.

Name: Howard Coffman
Relationship: Respected and Honored
DEC Location: MK,ZK
DEC Role: Product Manager, CSSE, MDC
Quote/Memory:

Dear Ken,

One of my favorite memories was when I was in Atlanta at an Office tradeshow. I remember you were there handing out booth maps to the visitors.

This showed me your compassion and humanity.

Thank you!

I want you to know that I still consider you an industrial saint! Fortune 35 and you still maintained your integrity.

Thanks for a wonderful opportunity and career. For this, I am most grateful. DEC is still the best place I have ever worked!

Best wishes,

Howard Coffman

Name: Cindi Faddoul
Relationship: Went to high school with one of his sons
DEC Location: Maynard/Acton/Northboro
DEC Role: Purchasing
Quote/Memory:

From 1976 just out of college (working in the Mill on Floor 5-4) to my departure in January 1987 I will always remember the people that worked at DEC. There were many great opportunities afforded to me there. Travel, negotiations, corporate experience.

There are way too many memories to list, but almost 20 years after leaving DEC I still am close to many people and see them regularly when they come back to visit in Massachusetts. I was with the European Support Group and still email people in Ireland, enjoying keeping up with their new lives.

Ironically, my daughter's first real job is at MONSTER.COM . She graduated college in 2005. She is at the old Mill on Floor 5-2!

My best wishes to Mr. Olsen for a much deserved recognition .

I also wish him continued success and good health.

Sincerely

Cindi Faddoul Natoli

Name: Ron Smart

Relationship: Secretary to his Executive Committee

DEC Location: Maynard, Mass

DEC Role: GIA manager, OOP, Management Systems Research

Quote/Memory:

Our dear Ken,

Thank you so much for the greatest experience of my life time. From the first “DEC International Skate-Board Race” down your Lincoln driveway to my very last goodbye as I left to retire in Australia, you gave me very tangible evidence that we live in a world that is essentially good. We know we have to work at keeping it that way and moving it forward. You taught me ways to do that also. That experience was so much more than I even dared to imagine as a country boy from the Australian “bush.”

We had much unfinished business when we retired from Digital. That included for me, putting the Digital experience into a wider social context. Now I have an opportunity to develop content for a post-MBA course on Human Systems Engineering. So I can articulate the results of the Management Systems Technology Research that some of us have been doing based on our DEC experiences, for the benefit of new entrepreneurs.

It is a bit of a race against the physiological/psychological clock, but I want to do the work in a way that can be picked up and continued by others. I hope the end result will reflect and propagate your legacy as expressed through decades of success under very challenging conditions.

I’m the luckiest Australian I know and I’ll continue doing my best to pass your powerful legacy on.

With every good wish to you and Aulikki from Ron, Dot and our families.

Ron Smart 914 May 15th 2006

Name: Wayne Fernald

Relationship: employee

DEC Location: HLO - Hudson Semiconductor Operations

DEC Role: Principal Industrial Engineer

Quote/Memory:

Thank you for your leadership and for providing such exciting, challenging career opportunities for so many employees for so many years. I treasure the memories of my 18 years involved in Digital’s high tech manufacturing and research excellence. You created a work culture that resulted in one of the best employee working environments ever operated within the American free enterprise economic system.



Top: 1978, Kenneth H. Olsen, *president, Digital Equipment Corporation (DEC)*, right.

Bottom, standing, left to right William Hendel, *Carborundum*; George F. Doriot, *ARD*; Harry Mann, *DEC*; G. William Miller, *Textron*; John H. Busby, *OSC*; Herbert H Lank, *CED*; Fernand Callin, *EED*. Seated: J. McCutcheon, *professor, McGill University*; Kenneth H. Olsen, *president, DEC*; Dean George P. Baker, *Harvard Business School*; Dr. Heinrich Jakopp, *EED*.

Name: Anonymous

Quote/Memory:

As a previous Digital employee, I wish to take this unique opportunity to express my thoughts to Ken Olsen. Although I only had the privilege of meeting Mr. Olsen on one occasion, it will never be forgotten. It was exciting and unimaginable to me how an individual could create a vision, a company and rapidly grow it into one of the world's largest organizations. It changed how work is performed and became the foundation of future inventions, innovations and outcomes within the computer industry. This success provided a "generous livelihood" and impacted thousands of employees, partners, suppliers and all of their families in addition to countless governments, communities and charities. Most admirable was how, with all that success, Mr. Olsen upheld his values, remained humble, was generous and compassionate.

My personal, limited, entrepreneurial experiences have given me "new wisdom" to realize how difficult it is to predict the future, build unique consumer value and, despite competitive market forces, make a reasonable profit. These profits fed our families, sustained operations and met the objectives of other stakeholders supporting Mr. Olsen's vision. Until you venture on your own, it is difficult to truly understand, appreciate, and be grateful for the opportunities, resources, and relationships Mr. Olsen provided to me as an employee of his organization. I have humbly come to recognize and thank him for the "Digital Difference" in my life.

It is my wish that Gordon College's new Science Center have the same level of success and contribution to the world as the person for whom it is named.

Name: Cliff Fuller

Relationship: A VERY happy employee of DEC under Ken

DEC Location: Many, many

DEC Role: Scheduling, inventory control, computer control. And a few others.

Quote/Memory:

Ken was just the same, CEO for DEC, from the time I joined (badge #49) until we both retired in 1992.

Which means he was (is) my ideal as a CEO.

Name: Susan Smith
Relationship: Employee
DEC Location: CXO and DVO
DEC Role: Software Specialist / Manager
Quote/Memory:

Although I never met Ken, I was aware of his visits to Colorado and I wanted to express my appreciation to him. I had the pleasure to work for Digital from 1981 to 1994 and I enjoyed every day of my employment. I have worked for several companies since separating from DEC and none have compared to the spirit, joy, and drive I experienced as a DECie. Thank you for the wonderful experiences and fond memories.

Name: Barbara Ward
Relationship: Employee
DEC Location: Maynard/Marlboro Area
DEC Role: DECUS, DIS, Customer Advisory Group
Quote/Memory:

During a presentation to employees someone asked Ken a question regarding a problem Digital had in the market.

Ken replied “We have opportunities. Your kids on drugs—now that’s a problem.”

It was a unique and life altering experience to work in Digital.

Name: Terry Bass
Relationship: Worker
DEC Location: Many
DEC Role: Manufacturing/Product Management
Quote/Memory:

I once met Ken in the Westminster manufacturing FA&T facility. I could not believe how down to earth he was. He actually spent time with me as a fellow co-worker.

Digital was a major part of my life for 31 years and I am forever grateful for what I learned there and the friends I made during those years.

It was a great run. I now work for Stratus Technologies. Oddly enough I work in the old Powdermill Road facility. Every day I come to work it is like a part of Digital is with me.

Thanks for everything!

Terry Bass

Name: Larry Greene
Relationship: Employee
DEC Location: Many buildings in Massachusetts
DEC Role: Industry Marketing Manager
Quote/Memory:

Ken, I will never forget on the day that the Challenger blew up. You were walking out of the Stow facility and you heard my footsteps behind you and you turned and said "It was the O-rings!" And it turned out you were right right from the beginning.

My 26 years at Digital were the best learning years of my life. Thanks for creating a great company with important values.

Name: Paul Settels
Relationship: Employee in Utrecht - Holland
DEC Location: UTO Utrecht - The Netherlands
DEC Role: Sr. Software Support Engineer
Quote/Memory:

Dear Ken,

Thanks for a most valuable and memorable working time at a fantastic company: DEC. Although I changed jobs in 1989, I'm still a DECie in 2006 with valuable business contacts and good memories with former colleagues.

What most people don't realize today: millions of people use a large part from VAX/VMS still now in Windows NT and XP thanks to Dave Cutler.

I wish you all the best from Holland!

Regards,
Paul J. M. Settels (179666)





Name: Pam Johnson

Relationship: Employee

Quote/Memory:

A year or two after I joined Digital from a top-down, highly controlled British company, I was stunned one evening to receive a call at home from Ken. At the time I was the PDP-11 Engineering Manager and using the Burpee seed catalog as an example, he wanted to suggest we provide lots of detailed information to our customers so they could dream about how to use our systems. He had met me only briefly when I snuck a demonstration system into a marketing meeting to try to rally support for it. I learned that he reached out to people at all levels in the organization that showed initiative and passion for their products to encourage them to go further.

Pam Johnson

J&J Consulting

Pam Johnson

pjohnson@hughes.net

PO Box 203

140 Main Road

Monterey, MA 01245

tel: 413.528.4611

mobile: 413.329.3455

Name: Fred Keller

Relationship: Happy subordinate!

DEC Location: Merrimack, NH

DEC Role: Marketing Manager; TIG (Telecom Ind. Group)

Quote/Memory:

Few in Spitbrook Road were happy about TIG's support of AT&T's Unix System 5 instead of Digital's official Unix product, Ultrix, and wanted the program killed. Appearing before the Executive Committee to defend our program, I, a low-level Industry marketing manager, engaged in a quite heated debate with top VP's while Ken smiled quietly in his end chair, enjoying the interchange and letting the many merits of our program speak for themselves. That our program continued and thrived is a testimonial to his leadership and vision, and I am extremely proud to have worked for Ken and DEC.

Name: Dick Somes

Relationship: One of the many DEC employees with whom he interacted over the years

DEC Location: Marlboro, Littleton, Shrewsbury

DEC Role: Consultant Engineer, LDP, Networks, Embedded & Realtime

Quote/Memory:

I had taken a day off back in the mid 80s to hang wallpaper in my bedroom when the phone rang and my secretary left the message that Ken wanted to talk to me.

I was having trouble with that particular strip of paper, and had to make a decision whether to drop it and call Ken, or try to get it up on the wall before returning the call.

It took me about 10 seconds to decide that I would never be able to concentrate on the wallpaper wondering what Ken wanted. I dropped the paper, and made the call. Later I was able to complete the papering job without distraction.

As I recall, Ken wanted to discuss an emerging bus standard, the VME bus, that a number of us wanted to marry with the MicroVAX and VAX/ELN. It took a while, but that goal was finally achieved. I have no idea whether my discussion with Ken contributed to that goal, or even if in retrospect it was a worthy goal.

What I remember most is simply that Ken wanted to talk to me. As trivial as it may seem, it is still one of the significant memories of my career.

I won't be able to attend the festivities on June 17, 2006, but I would like to wish Ken well as he reaches the age of 80 and is honored by Gordon College.

Name: Denzil Doyle

Relationship: Employment

DEC Location: Canada

DEC Role: Regional Manager

Quote/Memory:

While waiting for a plane in the Montreal airport a few years after I joined Digital, I introduced myself to General Doriot who was sitting immediately across from me. His comment was: "You are a very lucky man to be working for Ken Olsen." His right hand was waving vigorously in the air while he repeated himself many times. As I look back on that statement from a perspective of 40 years or so, I realize how correct the General was. We are all lucky to have had the opportunity to know him.

Name: Ava Schutzman

Relationship: Employee

DEC Location: MRO, PKO

DEC Role: Industry Marketing Planner, AlphaServer Product Management

Quote/Memory:

Ken,

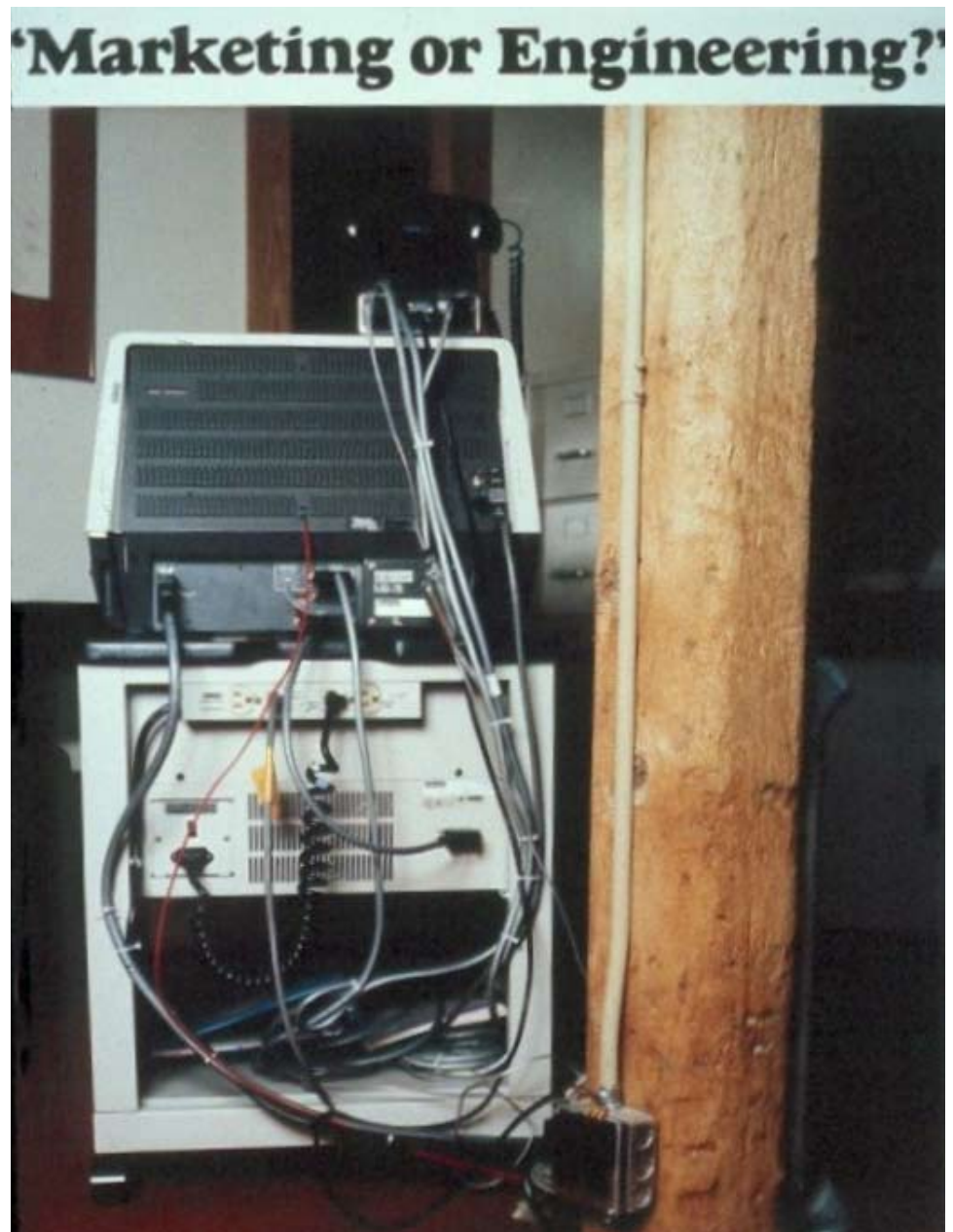
I originally wanted to write to you about a simple kindness you showed me (a young woman, loaded down with Long Range Plans) when we met in the halls of MRO2 one time, maybe 20 years ago. I was taken with how kind and caring you were for your employees, and how down-to-earth you were (I don't think many executives after you could be described in this way).

I am now happy to be semi-retired, and the Webmaster for the DECedOut.org website (sponsored by the Digital Retirees Assn).

In this capacity, I've been overwhelmed by the response to the publicity for this event. It really struck me how you have impacted so many lives for so many years. You made it possible for hundreds of thousands of your neighbors to have unusual opportunities for professional contributions and development, while earning a fabulous living for their family. The fact that there are dozens of ex-Digital "clubs" still meeting regularly worldwide speaks volumes for the impact you've had on us all . . . we still cherish the culture you fostered and remember our DEC days fondly.

I sincerely feel that your life and contributions have been a blessing to us individually, to technology, and to society. I hope that when you look back on your career that you feel tremendously proud of your accomplishments and contributions . . . and, so, thank you, Ken, and Happy 80th Birthday!





"Marketing or Engineering?" poster.

Name: Louis Tancredi

DEC Location: Maynard, Mass.

DEC Role: Design Engineer. Microproducts Group

Quote/Memory:

In 1976 my father passed away. I went to New York City to be with my family and attend the funeral. When I returned home and was going thru the stack of mail, I found a sympathy card from Digital signed by Ken. I was immensely moved when I saw that card. I learned much about Ken by that action. It provided much guidance to me during my Digital years and professional career in dealing and caring for employees.

Thanks Ken,

Best wishes to you!

Lou Tancredi

Name: Jesse Heines

Relationship: Employee

DEC Location: Maynard and Bedford

DEC Role: Ed Services Course Development

Quote/Memory:

In 1979 I earned a doctorate from Boston University through DEC's tuition reimbursement plan. I lived in Maynard and used to do my homework on a DECsystem 10 in the Mill from a VT52 terminal I had at home. Many Sunday mornings I'd let my wife sleep and take care of the baby, getting breakfast for him and myself and then going over to the Mill to pick up my listings from the homework I had done the night before. I'd often sign in at the security desk around 8:00 AM . . . right under Ken, who had signed in before me!

Name: Bill Steul

Relationship: 22 year DEC employee

DEC Location: Maynard, Massachusetts

DEC Role: Chief Financial Officer

Quote/Memory:

"If we don't have a target we certainly won't hit it."

Ken's high ethical standards, honesty and quest for excellence in everything we did made an indelible mark on our lives and business careers.



Top: Ken Olsen, *president, Digital Equipment Corporation (DEC)*, middle, and associates at the New York Stock Exchange.

Middle: ARD Annual Meeting Dinner, March 1971. Seated, left to right: Herbert H. Lank, *director, CED*; Kenneth H. Olsen, *president, DEC*; Robert M. Beckett, *Adage*. Standing: E. Hervey Evans, *McNair*; G. William Miller, *Textron*; George F. Doriot; Nicholas DeWolfe, *Teradyne*; Claude Janssen, *director, EED*; Dr. Maurice Ponte, *ANVAR*.

Bottom: Building the PDP-1

Name: Christine Smith

Relationship: Employee/fan

DEC Location: MRO, BUO, FPO, MLO, PKO, MSO, OGO, LKG

DEC Role: Security

Quote/Memory:

Oh my goodness, where to start?!?! I was 19 years old when first I joined the ranks of Digital on December 27, 1982; I was a co-op student from Northeastern University, working at MRO as a security officer. If Ken remembers me at all, he may remember me as Christine Rainey (maiden name and I was the person who provided security coverage to the board meetings once they began occurring at MSO2). My co-ops were split between MRO and MLO and I worked second shift; once I got to the Mill, I used to relieve Ann Wolfe in the bldg 12 lobby. When I graduated in 1986, I was hired by Joe Cardoza to work as a security officer at BUO. My favorite Ken memory comes from that time period; Joe had a colossal job, whipping the security department into shape at BUO and I joined the group shortly after Joe began his work there; it seems such a small thing now, but when I started, employees at the site were terrible about showing their badges and this was one of the things we were focusing on and believe me, we got a lot of push back! Well, one day, Ken was scheduled to present something at the site and I was staffing the lobby through which he would be entering the site and I had all kinds of people making comments to the effect that they bet I wouldn't try to badge Ken and of course, I told them all I would. Meantime, I've heard horror stories about people having done so and getting chewed out for it, so I'm trying to think of a way to do so without being obnoxious! Finally, Ken arrives and walks in and I greeted him with, "Good afternoon Mr. Olsen; would you mind terribly showing me your badge; I've never seen one with such a low number on it" and he graciously complied, to the amazement of the lobby gawkers :-). I was so relieved not to have offended him and yet still do my job as expected! Digital has had such an influence on my life; I have met the most amazing people there and have made lifelong friends; I essentially grew up in Digital and it was a privilege to have done so and learned as much as I did as a worker and a person. Only this past November did I leave the company (after being outsourced in '98 after the Compaq acquisition and giving the HP experience 3 years!) and that was hard, but it has turned out well. Leaving was a little easier because I wasn't leaving what I loved, which was Digital; it's sad that the corporate culture changed so much with the various companies, but what never changed, for those hard core ex-Deccies, was our attitude and commitment to excellence, which we learned under Ken's stewardship. I'm blessed to be have been able to put those learnings to use in all aspects of my life and blessed as well for the friendships I've taken with me. I thank Ken from the bottom of my heart for Digital and what it's meant in my life.

