

My

Hewlett-Packard Years
Part 2

1984 - 2000

By

Douglas

Mackenzie

Scribner



Early in 1984 Dick Anderson made the public announcement that HP would open a new manufacturing plant in South Queensferry, Scotland named the "Queensferry Microwave Operation" and that I would be the General Manager of it starting in June. The purpose of QMO would be to produce electronic instruments purchased by customers in Europe. It was not intended that products made there would be shipped back to the United States. Instruments purchased in America would continue to be made in the USA.

Dick
Anderson



Doug
Scribner

On 15 June 1984 the movers arrived to pack our things for storage, for surface shipment and for air shipment. We moved into a motel for one night so we could catch a ride to the airport the next day. We had made arrangements for a person to rent our home. Cecile's father, Cecil James, agreed to accompany us on our flight and help us to manage all the children. Lora was only six months old so Cecile had to carry her on and off each airplane.



Cecil with Scott,
Christy & Spencer



Lora

Lora got a fever on the long flight to London and then another flight to Edinburgh. We had to stay in a hotel for a week before we could move into our house so a doctor actually came to the hotel to treat her. Once she was better we could finally make the move to Ratho. It had been a long and exhausting trip.

The home purchased for us by HP was on a one and a half acre site in a small village about nine miles west from downtown Edinburgh. It was also just six miles from the town of South Queensferry which was next to the existing Hewlett-Packard plant. It was an ideal location.

Our home had a name rather than street number, so our address was simply Kirktonhill, Ratho, Midlothian, Scotland.



Kirktonhill

After being there for two weeks we left for a ten day trip, first to Wales so Cecil could see the home of his ancestors, and then to Shrewsbury, England to pick up Russ who was completing his High School Choir tour. We also met Steve and Mary and their family at Oxford. We temporarily kept their four younger children with us while Steve, Mary and Troy went on to Germany. Getting back to Scotland with so many children was a challenge but we made it. Steve then returned to visit us and reclaim his family before returning home to the Philippines.

Lara, Mary, Steve,
Chad, Troy and
Emily & Ben.



The Hewlett-Packard plant adjacent to the town of South Queensferry was built near the river called "The Firth of Fourth." It was also close to the railway bridge crossing the Firth. There was a train stop next to the plant so employees commuting to work by rail could have easy access.

H.P. Plant
at
South
Queensferry



Finlay MacKenzie, General Manager of the Queensferry Telecom Division, generously provided me with floor space for QMO and the names of some of his best people who might be serve on my staff. Jeanette Campbell, whose husband Allister also worked for HP, was chose to be my secretary and personal assistant.



Finlay and Wife



Jeanette and Husband

It was my hope that QMO would have a unique manufacturing process that might attract European customers to visit us to learn. Traditionally “Just-In-Time” production was reserved for high volume products. With careful planning, all the right parts would arrive on the assembly line “Just-In-Time” to attach them.

Our situation was different! None of our products were high volume. Thus we needed to develop extremely flexible and rapid computer software to quickly change products and still provide the right material “Just-In-Time.” The following staff was selected to make this happen.



QMO
Managers

George Taylor	Jimmy Queen	Peter Rigby	Lawrence
Finance	Production	Quality	Lowe
			R&D

— — — —
Doug Scribner
General Manager

Every Sunday we would travel the nine miles to Edinburgh to attend church. We soon got to know many of the members. Bishop Wilson presided and was very friendly but he was slow in giving us church callings. Our children also began making friendships. Gina and Russ became acquainted with Lisa Otero and Craig Wilson so we invited them to our home for dinner. Ward activities included picnics where they would often play soccer, which they called "football." It was mostly a boys sport in Scotland so when Gina asked to play they were surprised. She was a good player in California so after she dumped a few of them, they had a greater respect for her. A highlight occurred when Russ was able to give Scott the Aaronic Priesthood and ordain him a Deacon. The Mission Home was next door to our chapel so we also met the mission president, Joel Dunn and his wife Jackie.



Russ and Gina



President Joel Dunn
and his wife Jackie.

As the summer drew to a close it was time for Russ to leave and fly to Utah where he could begin his freshman year at BYU. It was hard for all of us to see him go but we knew it was important to have a year of college before going on a mission. His younger brothers were especially sad to see him go.

Meanwhile our other children needed to start school in Scotland. Gina, Craig and Scott all started at Bolerno High School while Christy, Jim and Spencer began at the Ratho Primary School. Even though Gina had completed the 10th grade in Santa Rosa, she had to enroll in the tenth grade again. The reason was that in Scotland there are huge examinations at the end of the tenth grade so the teachers spend the whole year preparing their students to pass those exams. If they don't pass them their education is terminated and they just have to go to work.



Russ & Spencer



Joel & Doug

In September I finally received my church calling. President Dunn called me to be his second counselor in the Mission Presidency. Ross Horne from Scotland was already called as the first counselor.

In October 1984 it was Fall break at school so we took a week holiday to explore the Scottish Highlands. This was MacKenzie country and I was eager to see Dingwall, the place where my grandmother was born in 1878. It was a beautiful autumn with leaves turning yellow, orange and red. There were lochs (lakes) everywhere.



As a member of the Mission Presidency we often had missionaries in our home. On one such occasion we had a couple named Elder and Sister Butters there for dinner. Then in November I had a two week business trip in California so I managed to spend a weekend with Russ at BYU.

I was concerned that his roommate, Ethan Steever, was an unhealthy influence. Russ was infrequent in attending his 8:30 am church meetings so I asked if we could go together. After the Sacrament Meeting was over I took Russ to meet his bishopric. We talked to a counselor who said his name was Brother Butters and that his parents were on a mission in Scotland. I said, "Brother Butters, if you will look after my son and help him prepare for a mission, I will look after your parents." The Lord helped us both! By that summer Russ had received his mission call to serve in Colombia.



Elder and Sister Butters
in our home, Kirktonhill



Russ at BYU

Our initial challenge at QMO was to transfer production of very technical instruments from several different HP divisions. To help us do this we had key R&D and Marketing managers come to Scotland from those locations. Steve Holdaway came from Spokane, Larry Stratford from Santa Rosa and John Page from Palo Alto. They were all good friends and we enjoyed their visits. It was a big help because they trained our engineers and procurement people.



John & Ann Page



Steve & Nancy Holdaway



Larry & Carolyn
Stratford
in our home

In April of 1985 we had two wonderful visits from America. The first was from my mother and the second was from my previous Santa Rosa secretary, Jean Bachkowski. When Alice arrived she came from warmth in San Diego to cold in Scotland. Still, she wanted to see the countryside. She was also interested in seeing the church where Ella's parents, William and Isabella MacKenzie, were married in Dalkeith. We also took her to Holland by ferry to see Tulip gardens and Dutch costumes.



Alice in San Diego



Alice in Dalkeith



Alice, Doug & Gina
in Holland.

{ Alice died 10 months
{ later of cancer }

Jean Bachkowski was a very professional secretary and was also a good member of the church. We enjoyed working together at HP in Santa Rosa. Jean came to a church picnic just prior to our move to Scotland and sat with Dave Goepel and our son Spencer. Then when she came to Scotland she enjoyed spending time with Cecile and Gina.

A short time after Jean returned home she was married to Bill Martin in the Oakland Temple.



Jean Bachkowski



Cecile, Gina & Jean



Jean and Bill
Martin

In the Spring of 1985 there was a nation-wide teachers strike in the U.K. This affected the Bolerno High School to the point that Gina, Craig and Scott were only attending school three days a week. Still, we had them study at home and Gina was able to pass the "O Level Exam" so she could go on to the 11th grade.

Cecile and Gina
learning she had
passed the exam.



After explaining the situation to the Queensferry management they agreed to have HP pay for our older children to attend the private George Heriot Secondary School in Edinburgh. They had to wear uniforms and ride to work with me where they caught the train into the city. Their school was behind the Edinburgh castle. At the end of each school day they would catch the train back to HP and read until I could take them home.

Gina and friends
at
George Heriot
School



In 1984 and 1985 we were totally involved with missionary work. As a counselor in the mission presidency we often had people in our home being taught by the full time missionaries. Two such families were the Waters and the Stirzaker families. They are shown here at the time of their baptisms.



Elders Kemp & Topham Ken & Maureen Waters family



Elders Perkins & Collins,
Maureen, Sadie & Charlotte
Stirzaker



Sadie & Gina

In the summer time the ward members were wonderful in fellowshipping our children by taking them on activities at the beach and in the mountains, or even by just entertaining them in our home. Louie and Louise Giboin, Elly and Jose Morlin and Trish Irving were among the best at doing this.



The Giboin Family



Louie & Jose with Scott



Trish & Lisa with Gina



Jose and Elly with Craig

By the end of 1985 I decided to add a marketing function to QMO. Our unique manufacturing process was gaining interest among our customers in Europe. So I recruited a young marketing expert named Bob Bridges from a US division to move to Scotland and create a seminar for these customer's manufacturing managers. They started out small like this group at the Hopeton House but they were popular and eventually became huge.



Dinner at the Hopeton House



Seminar Planning



Size of the 1987 Seminar

An interesting friend we made in Scotland was Odette Kemp. Odette lived in the tiny very old town of Temple near Galashiels. We first met her in 1979 on our first visit. We were walking up the only street in Temple because some of Cecile's ancestors once lived there. Odette stopped us on the street asking what were we doing there. When we explained she invited us into her home. Odette was Jewish and sensitive to strangers. We learned that she escaped from Germany during World War II, where Jews were persecuted, and moved to Scotland.

We formed a friendship with her and learned that she was an amazing artist. We now have some of her paintings in our home. After we moved to Scotland, Odette was often invited to our home at Kirktonhill. Occasionally she even went to church with us. One such time was when Elder David B. Haight came to Scotland. We introduced Odette to him as our "Jewish almost Mormon" friend. He held her hands and looked into her eyes and said, "I know what you are feeling – betrayal." She sat down and wept and said, "How did he know?"



Odette & her art



Cecile in Temple

One of the great Edinburgh events each August is the Tattoo where bagpipe bands and other groups perform on the ramparts outside the castle. They inspired Gina to learn several of the historic dances such as the Highland Fling and the Sword Dance. She was then able to perform them at special events like our Youth Conference.



Edinburgh Tattoo



Bag pipes



Gina's Sword Dance



Regional Festival

At the end of the 1985/86 school year it was time for Gina to attend BYU. She had not taken the "A Level" exam nor graduated from the George Heriot School, but she had completed twelve years and done well so BYU agreed to let her come for Summer School and, if she did well, to stay on in the Fall. Gina's leaving was especially hard for Christy because Russ was gone on his mission in Bogota, Colombia and Christy loved listening to Gina's stories about her life's activities.



Bridge Inn by Kirktonhill



Gina's departure

Russ in
Bogota
Colombia



Christy's Farewell

Living in Scotland provided an opportunity to do some family history research. My Grandmother Isabella Livingstone MacKenzie Scribner, known as Ella, was born 21 May 1878 in Dingwall, Ross, Scotland. Her father, William MacKenzie, married Isabella Livingstone McKenzie (Bella) on 6 July 1870 in Dalkeith. Ella had an older brother named Allan and a younger brother William George. The family immigrated to America in 1882. Bella died 9 January 1906 in Algoma, Wisconsin at the age of 62. However, William lived another 27 years and died in San Diego, California in 1933 at the age of 88 years.

When William and Bella were first married they lived on an estate called the Gledfield House, near the town of Ardgay, where the Bonner Bridge crosses the Dornock Firth. William was the head gamekeeper there. We visited the Gledfield House before we left Scotland. Then we later discovered William's "Sketch of his life" and a photo of the house dated 1868. It was the same place we saw.



William MacKenzie



Ella MacKenzie &
Irvin R. Scribner

In the summer of 1986 we visited some of the homes where William MacKenzie lived. One of these was the Strathbran Lodge where he lived in his teenage years. His father was the Game Keeper there and William was his assistant. Then later William became the head Game Keeper at the Gledfield House. He was married to Bella McKenzie while he was living there.



Then, while I was on a short business trip to America, Cecile was visited by Delma and Cleon Forsyth. She took them up to the same area as the Gledfield House and then further to the very top of Scotland. Unfortunately Cleon died on that trip so I had to rush home so Cecile could accompany Delma home with the body for a funeral.



Family, Delma & Cleon



Mackenzie Clan Highland Home





In March of 1986 I was released from my position in the Mission Presidency and called to serve as first counselor in the Stake Presidency with Richard VanHagen, president, and Jake Beveridge.



Then, In September 1986, Craig, Scott and Christy started a new year at the George Heriot Secondary School.



They made friends at school but their very best friends were at church. The boy in front was Andrew Cunningham who later became Craig's roommate at Ricks College.

Both at work and at church on the 25th of January we celebrated the birth of Robert Burns. He was the most famous poet of Scotland! It was always a supper party and the special dish was Haggis.



Knowing that we would soon be returning to America to live, 1986 and 1987 brought a host and family and friends to Scotland to visit us.



Lois & Ernie
Winfield, &
her son,
Ron & Beth
Hirschi.



Alf & Joyce
Ridge, &
her daughter
Michelle Jensen



Tom & Roberta
James & their
Son, Phillip.
James.

As the year 1987 progressed our children became excited at the prospect of moving back to California. Craig would be the first to leave so he could take a course in American History in summer school. Jim and Spencer were eager to show off their soccer skills and Christy and Lora were just happy to go.



Christy



Lora



Spencer Jim



Scott

Craig
&
Jeanet
Campbell



One of our final events was the arrival of Elder David B. Haight and his wife Ruby. He had previously been the mission president in Scotland so they were happy to return. The event was the 150 year anniversary of the church in the UK. In the evening after the conference he was featured at a fireside and he asked me to tell my conversion story and bear my testimony. It was a very special night!

We also had a visit from our close friends Dee and Susan Humpherys so then we were ready to go.



Elder & Sister Haight



Cecile, Lora & Susan



Our family farewell !

QMO manager returns home

"A once in a lifetime opportunity" is how Doug Scribner described his job for the past three years as general manager of the Queensferry Microwave Operation. On 30th July, Doug returned home to Santa Rosa and takes up a new post as group manufacturing manager for the microwave and communications group, based in Palo Alto.

Doug moved to Scotland in June 1984 to begin a microwave operation in Scotland that would re-establish HP's market share in Europe. At that time, HP was facing aggressive competition in Europe and products (all imported from the US) were expensive and on long delivery times.

That position has now significantly changed. The division's successful and quick start up and current strong order level owes much to Doug's ideas, enthusiasm and dedication. QMO now makes 15 RF and Microwave products. Prices are stable and delivery is typically less than two weeks. Support has been improved too.

"Starting from scratch, we decided to invest our capital in modern manufacturing methods using only Hewlett-Packard products, and avoid machine tooling costs other than PCB insertion equipment. We have hosted many customer visits where we have been able to show people how productivity improvements can be made" Doug told us.



Heading home - Doug Scribner with his wife and six of the children (the two eldest are in the US.)

While living in Ratho, Doug and his wife Cecile, who have eight children, enjoyed their life in the local community. The family took part in church activities, scouting, football, Scottish dancing and a little hill walking. They took the chance to travel through Scotland and Europe and were also able to trace their Scottish roots as both had grandmothers who were Scottish and had emigrated to America as children at the end of the 1890's.

All who met Doug will know that he was a very popular manager and wish him well for the future. Says his secretary Jeanette Campbell "He was great to work for. We'll miss him."

Stop press: QMO welcomes Don Summers as the new general manager.



Bridge over the
River Doon in
Ayrshire, Scotland.
Known by play
"Brig O Doon"

Upon returning to California we moved back into our home on Bridgewood Drive in Santa Rosa. We were all happy to be there. It was also an opportunity to be reunited with my brothers Ken and Steve.



I also started my new HP job reporting to Dick Anderson as Manufacturing Manager for the Microwave and Communications Group. Dick and his staff had their offices together in Santa Clara, California but I was allowed to reside in Santa Rosa with a secretary and a small office. Every week I would make the two hour drive to Santa Clara to spend two days and one night there before returning home.



Dick Anderson
announced my
new assignment.

The first thing I did in my new job was to create an “MCG Manufacturing Council.” It consisted of the manufacturing managers from each of our eight divisions and its purpose was share best practices. I also had direct supervision of two group-wide fabrication centers. One was a die casting and plastic molding center in Palo Alto and the other was a surface mount printed circuit center in Spokane, Washington.

We agreed that once a year the MCG Manufacturing Council would meet at one facility to learn their best practices. In 1988 we went to Queensferry, Scotland so Cecile and I got to see many friends there. The following year we went to Japan. MCG had operations in both Tokyo and Kobe so we had ample opportunity to learn from them.



John Page & Jeff Gould
with me in Japan

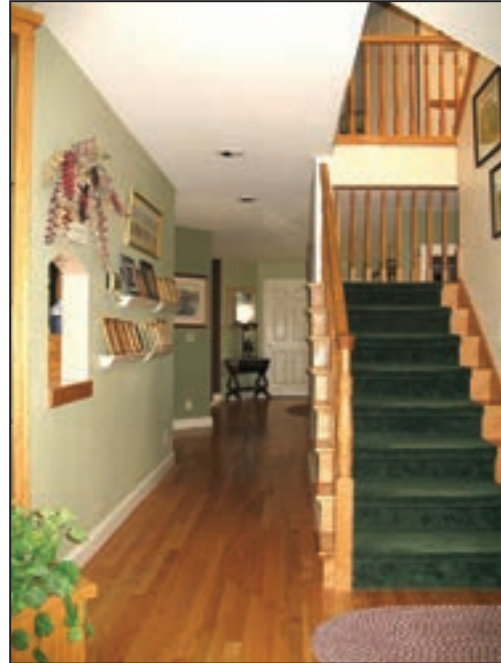


The "Golden Palace"

Before leaving for Scotland we had purchased a building lot in Montecito Meadows and had a young architect in our ward design a home for it. His name was Warren Hedgpeth. Now having returned we decided to go ahead and build the home. It was constructed by Don Hannah of Star Construction and took a year to build. When it was finished we sold our Bridgewood house and moved in the new one.



Warren & Jennifer
Hedgpeth



Our Beautiful Home



Gina expressing joy.

In May 1988 Cecile's book, "Every Life With A Purpose," Was printed and published. We created an entity named the "Trusthouse Book Company," which we still have today, to be the publisher.

Every Life With A Purpose



Cecile James Scribner, born in Rock Springs, Wyoming, was educated in the field of Human Development and Family Relations at Brigham Young University. She served a mission for the Church of Jesus Christ of Latter-day Saints in Australia. Cecile and her husband, Douglas M. Scribner, are the parents of eight children. Despite her busy life as Mother and Homemaker, Cecile is an accomplished dance choreographer, and producer of stage plays and dance festivals. She and her family spent three years living in Edinburgh, Scotland where she held various positions of Church Leadership. Though *Every Life With A Purpose* is her first published book, the stories it contains have already had wide distribution and have been the source of considerable interest and inspiration for people of all faiths.

TRUSTHOUSE BOOK COMPANY
P.O. Box 14008
Santa Rosa, California 95402

Being back in Santa Rosa we were able to reconnect with many of our dear friends. We even pulled a group of them together for a night out with dinner and a picture. The ones shown here were Randy and Kerry Ann Sides, Ray and Donna Smith, Ralph and Mona Lisa Hoyal, and Dan and Susan Davis.



At the same time I was excited about the idea of creating an equivalent to QMO in Asia. Since I was not interested in moving there, I explored the idea of finding another company we might acquire. One possibility was a company in Taiwan, China whose owner was once a managing engineer at HP. We made a visit there but it wasn't right.



In the summer of 1989 Gina submitted her papers applying to serve a mission. She received a call to serve in the Salta, Argentina Mission and was to enter the MTC in August for Spanish Language training. Her farewell to each family member was a tender experience. On October 17 she boarded one plane to Los Angeles and then another flight to Argentina. Four hours after her departure from L.A., California was hit by a terrible earthquake. She heard about it after her arrival and phoned us to see if we were affected. Fortunately we were fine though it had been a scary experience. The Bay area was hit the hardest.



Gina with her brothers
Russ, Scott & Craig



Gina & Spencer

my Journal -

October 20, 1989

Lina went into the eight week language training school in the Provo Mission Training Center. Her call was to Argentina. She flew out of Los Angeles on her way to the Mission Field on Tuesday afternoon, October 17. Four hours after her plane left, the San Francisco Bay Area was hit by the worst earthquake since 1906. Here are the newspaper clippings.

Quake

7.0 temblor kills hundreds, knocks out Bay Bridge

A catastrophic earthquake Tuesday rocked the Bay Area, killing more than 200 people and injuring more than 400, collapsing roads and bridges as commuters were on their way home.

Measuring a blistering 7.0 on the Richter scale, the quake struck 31 minutes before the start of the third game of the World Series as 60,000 baseball fans were crowding Candlestick Park. The quake's immediate impact was broadcast across the nation when the pre-game banter of sports broadcasters cut off in mid-sentence.

Officials said about 200 people died when entire elevated sections of Interstate 880 through Oakland collapsed. Four people died in San Francisco when a building collapsed and three died in a disastrous fire in the city's residential Marina District. At least two motorists died when their cars drove through holes in the Bay Bridge.

Striking at 5:04 p.m., it cracked the San Andreas Fault and split the earth at the time when many commuters were on their way home from work.



An aerial view of the collapsed bridge roadway



Cypress Freeway in west Oakland collapses A1

Wednesday, October 18, 1989

'Stick fans show uncanny poise

By CAROL BENFELL
and ALVARO DELGADO
Staff Writers

SAN FRANCISCO — The quake hit Candlestick Park like a one-two punch.

And what was supposed to be Game Three of the World Series set a new record — the first game to be called on account of an earthquake.

When the quake hit, about half the fans were in the stands, seated and waiting for the game to begin at 5:30 p.m.

Others were in walkways or lined up for last-minute refreshments.

There was a low rumble and vibration, which most attributed to noise from the fans, then a sudden pitch forward and back.

I-880 crushes a mile's worth of motorists

By BLEYS ROSE
and BONY SALUDES
Staff Writers

OAKLAND — Now this stretch of interstate can really be called the Highway of Death.

"I pulled this blonde woman out of a van and she kept asking if she was going to be all right but she died right in my arms," said Robert Majors, an Oakland man who lives just down the street from the spot where I-880 fell down.

"There was another guy that burned to death in his car but we could not get to him because he was sandwiched in between two freeways."

Interstate 880 — or the Nasty Nimitz Freeway as local residents call it — claimed at least 200 victims Tuesday afternoon when the earthquake shook concrete pillars and sent motorists to their deaths. Although the quake left a wide swath of destruction through the Bay Area, the highest death toll occurred where I-880 and Cypress



In February 1990 our son Russ became engaged to a girl he met at BYU named Kari Gee. Kari is a daughter of a Pentacostal minister. Her parents divorced when she was ten years old so she was raised by her mother until she was 18. She then moved to Salt Lake City to work and live on her own. Kari investigated the Church and was baptized despite the opposition of her parents. She lived with her grandparents in San Louis Obispo until she could enter BYU, where she graduated in Advertizing.

They were married in June in the Portland, Oregon Temple and returned to BYU until Russ completed his BA Degree in Spanish. He then applied to enter the George Washington University to obtain a Master's Degree in International Relations so they moved to the East.



On 26 December 1991 we experienced a terrible trial. It was the day after Christmas, so Cecile and I decided to go to a movie in Petaluma while the children preferred to stay home and enjoy their gifts. On the way out, I tossed a bag of what I thought were dead ashes into our garbage can which stood under the eaves of the house. Unfortunately the ashes started a fire that reached the house with flames. By the time we learned of it and got home the fire had moved inside and was gutting the house. The children were all safe but the firemen were still trying to extinguish the flames. That night we stayed in nearby homes. Then the next morning many friends arrived to give us love and comfort.

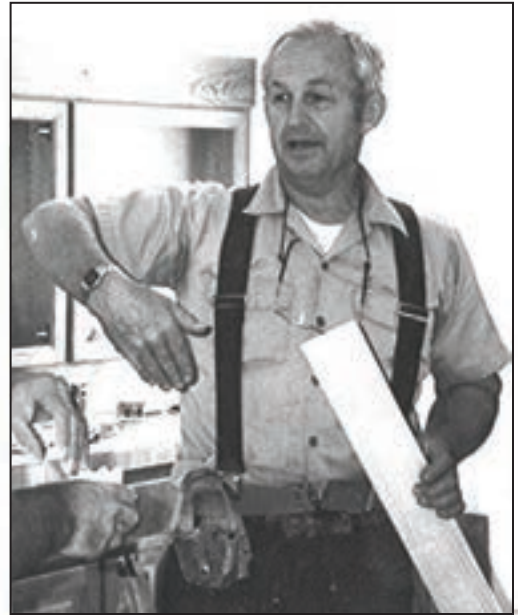


Deems Davis | Mike Ginn | Yolanda D'Costa | Orlean Koehle

Our Bishop, Martin McOmber organized a recovery plan for us to rebuild our home. Our previous next door neighbors at the Bridgewood house had just purchased a new home and their old one was empty. Walter and Yolanda D'Costa invited us to move into their now empty home while ours was being rebuilt. We rented their home for nearly a year while George McCrea took on the task of renewing our burned Montecito Meadow home.



Martin



George



Walter & Yolanda
D'Costa with
their three
children.

On 25 April 1993 Elder John Groberg came to our Stake Conference to release Reed Ogden and his counselors as the Santa Rosa Stake Presidency. He then interviewed me and said, "Brother Scribner, we have prayed about our decision and the Lord has directed us to call you to be the new Stake President. Who should be called as your counselors?"

Alfred LaVoy Daley became the first counselor. Although James Hunt was then called as second counselor, he had to be released a short time later. He was replaced by Raymond Smith who served for the duration of my term as president. This was a wonderful experience as we worked and prayed together. I felt so blessed!



Ray & Donna
Smith

Doug & Cecile
Scribner

Alfred & Donna
Daley

In the 1990s wedding bells were ringing!



Craig & Robbyn Thompson
-1994-



Scott & Jenny Wilks + Delma
-1995-



Christy with her friends
Nohn & Bich Tran



Christy & Rob Jones
-1997-

In the 1990s Jim loved piano music, scouting and BYU. Still, he chose to serve a mission and was called to Nashville, Kentucky.

Spencer loved surfing, soccer and school friends. He chose to attend the University of Cal Poly at San Louis Obispo.

Lora loved dancing, acting and church friends. She performed in Pageants, both in Santa Rosa and in New York at the Hill Cumorah.



Jim



Lora



Spence

During the next six years (1993 – 1999), while serving as Stake President, I was determined to find a way to create a QMO type of operation in Asia. One possibility was Malaysia! Bill Hewlett had established an HP operation near Penang to manufacture light emitting diodes (LEDs). However, they knew nothing about high frequency electronics. In fact their nearby university, the Malaysia University of Science, didn't even teach it. I tried recruiting Malaysian engineering students from American Universities, but this did not work. They all had commitments to the Malaysian companies who were funding their American education.

Finally I hit upon a good idea! HP had already developed a training course on this subject for our engineering employees using our Microwave Test Instruments and Software. So I requested permission to donate an entire laboratory of this equipment to the Malaysia University of Science if they in turn would teach the course to their students. When I approached them with the idea they were excited to do it. The donation only cost HP about \$250,000 because much of it was software, but the market value was over \$5,000,000.

The project went forward with excitement and a lot of local press. Within a couple of years they were graduating the kind of engineers we needed to hire so we started transferring products to Penang to manufacture and ship to our customers in Asia. To accomplish this I spent two weeks there every other month and had to leave the running of our Stake to my counselors. Presidents Daley and Smith did a great job with this.

I was very happy to see this happen and insisted that the products were not to be shipped back to America. Unfortunately after I retired my replacement changed the strategy and tried to put all the Santa Rosa production in Malaysia. This greatly hurt our employees at home!!!

惠普捐1千5百萬元微波電訊實驗儀器

理大先進實驗室落實



發佈會上之情形。
 達沙及楊明斌在記者
 會後，拿督依斯干
 義、許子根、拿督
 炳義、許子根、拿
 督依斯干、拿督

要挑戰。這間耗資一千五百萬元的研究室將能協助理大開辦課程，以為應付未來這發展快速的領域，培訓工程人材。

陳氏補充說，除非將有關的知識轉移至本地的設施及人力，否則真正及持久的工藝轉移將無法實現。惠普將捐出價錢昂貴的 EESOF 軟件設計工具及一系列的精密微波測試儀器，如網絡系統及無線電頻分析器。

他說：「該間研究室將設立在理大位於霹靂州

（檳島西南區一日訊）美國惠普公司（Hewlett Packard）於今早捐出價值馬幣 1 千 5 百萬元的先進微波電訊實驗儀器予此間馬來西亞理大充作研究及教學之用。

這筆龐大的款項是為我國設立一間最先進的實驗室。

今早的移交儀式在檳州發展機構舉行，由丹斯里許子根博士見證，出席者包括理大副校長拿督依羅漢比科錫教授，亞洲惠普微波及通訊組基設製造總經理道克。斯克里納，檳州發展機構總經理拿督依斯干達沙，副總經理楊明斌，大馬惠普董事總經理陳炳義及該公司高級職員。

陳炳義：培訓專才、應付發展

陳炳義表示，惠普有需要加強發展有關技術領域的本地人力資源，以應付上述龐大投資的技術需求。惠普了解到，強大及持續的工程師人力來源已成為我國的一個主



里納，右一為拿督依斯干達沙。
 子根見證（左三）。左一為達克，斯克
 里納副校長（右三）。首長丹斯里許
 子根博士（左二）移交儀器
 實驗室。圖為陳炳義（左二）與
 5 百萬元的高科技儀器予理大充作教學
 美國惠普於本月一日捐出總值 1 千

*The local press gave HP great credit for our donation!
 Five million dollars was equal to Fifteen million in their currency.*

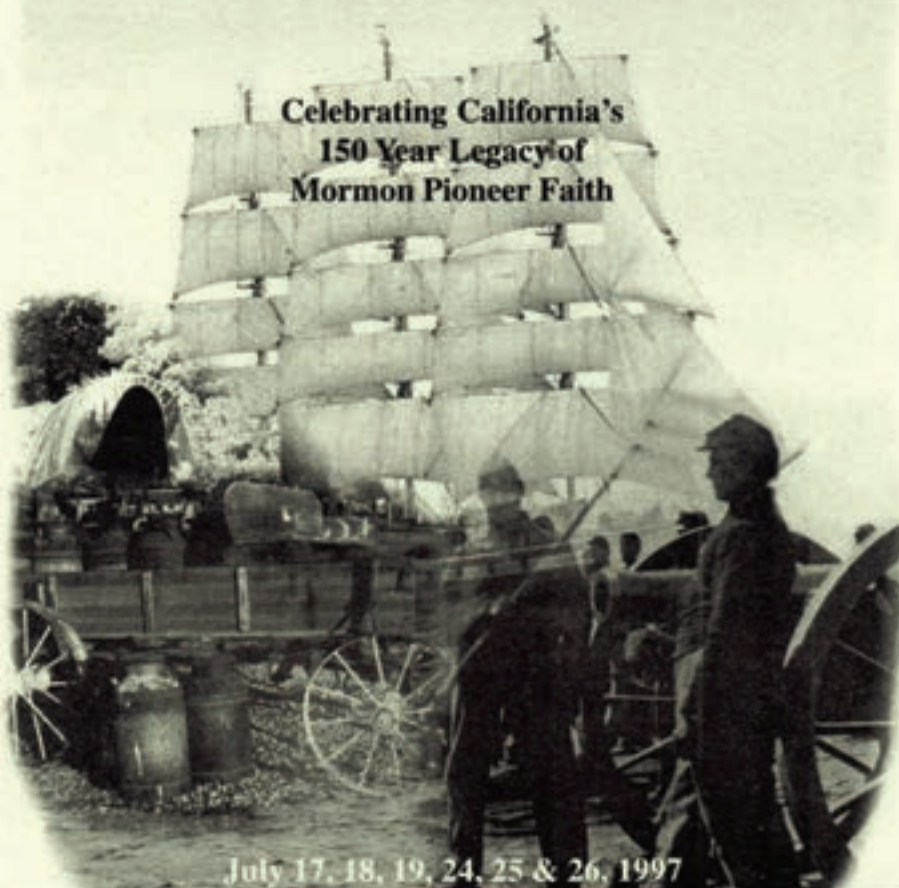
In July 1997 Cecile was the producer of an amazing pageant titled "Faith in every Footstep." There were eight performances that brought a powerful spiritual message to over 3,000 people. It was given to honor the 150 year anniversary of the Church of Jesus Christ of Latter-day Saints in California. Sam Brannan arrived in 1847 with a shipload of church members and membership grew from there.

The Santa Rosa California Stake
of
THE CHURCH OF
JESUS CHRIST
OF LATTER-DAY SAINTS

Presents

***Faith in Every
Footstep***
A PAGEANT

Celebrating California's
150 Year Legacy of
Mormon Pioneer Faith



July 17, 18, 19, 24, 25 & 26, 1997

These years were also a time of renewing old friendships. Harry Schenck had retired from his work at the Navy Electronics Lab in San Diego and had moved with his wife Judy to Morro Bay, California. We visited them there in their beautiful location overlooking the ocean.



We also, by pure chance, met with Elder David B. Haight on the street in Salt Lake City. These are eternal friendships.



I had two last assignments before my retirement. One was to serve as the chairman of the entire HP Manufacturing Council consisting of Group Manufacturing Managers from all segments of the corporation. Here is a picture of that council meeting in Kobe, Japan in 1997. Shortly after this the company was split into two companies, HP and Agilent Technologies.



I was in Agilent so my last task was to get us through the Y2K transition. Many of our computer based systems sold to customers all over the world used successive "Year Nomenclature" which would not adjust to a change from 1999 to 2000. To solve this I had to visit customers in many countries including South America and Mexico. These visits finally paid off and we made it past 31 December 1999.

My retirement was scheduled for 28 April 2000 and I was given a great send off.

My retirement party in April of the year 2000. It was time to go!!



*Agilent CEO
Ned Barnholt*



*My Immediate Staff
Julie Monson & Ian Bond*



*Dick and Moonyeen
Anderson*



HAPPY TO GO!