Nicholas Negroponte: Becoming Digital

- Will our lives change for the better in the digital future?
- What are the emerging technologies and applications that will facilitate this digital future?
- What challenges do we need to overcome in our pursuit of the digital future?
- What is the timeframe for the transition to this digital world?

The MIT Sloan Club of Northern California proudly presents Professor Nicholas Negroponte, founder and director of the MIT Media Lab, will share with us his vision for our digital future and address the technologies and industries most likely to shape this digital vision. He will use his leading efforts in research and development about the digital future to discuss the important enablers, such as the breakthrough technologies, infrastructure developments, and industry transformations that will be most influential in realizing this future. Panelists from renowned venture capital community will join the discussion: Mark Gorenberg ’76, Senior Partner of Hummer Winblad, Gary Rieschel, Executive Managing Partner of SoftBank, Paul Noglows, Digital Media Analyst of Hambrecht & Quist, and DuBose Montgomery ’71, Senior Partner of Menlo Ventures.

Nicholas Negroponte is the founder and director of the Massachusetts Institute of Technology’s uniquely innovative Media Laboratory. The ten-year-old Media Lab, an interdisciplinary, multi-million dollar research center of unparalleled intellectual and technological resources, focuses exclusively on the study and experimentation of future forms of human communication, from entertainment to education. Media Lab research is supported by Federal contracts and by more than one hundred and fifty corporations worldwide. Negroponte studied at MIT, where as a graduate student he specialized in the then-new field of computer-aided design. He joined the Institute’s faculty in 1966, and divided his teaching time between MIT and visiting professorships at Yale, Michigan and Berkeley. Negroponte is senior columnist for WIRED magazine and is the author of the book Being Digital, published by Alfred A. Knopf.
A Word from the Club President, David Weitz ’87

HELP WANTED: MIT alumni/e of all ages, interests and geographic locations to participate in the present and future of MIT’s most active regional alumni/e club in the world. No experience required.

As the President of the MITCNC, I encourage each and every MIT alumni/e in Northern California to participate in the planning and hosting of club events. The MITCNC is an 100% volunteer organization, i.e., the club has no paid staff. All of the events, the website (mitcnc.org), reminder emails and this newsletter are made possible by alumni/e (and some non-alums) who volunteer their thoughts, time and energy to the benefit of the MIT community in Northern California.

When you read the newsletter, do you think “I wish there were more events nearer to my work or home”? Please change that by volunteering to organize an event. The MITCNC wants to hold events in neighborhoods throughout Northern California but we need your help! The location of an event is largely dictated by the lead organizer of the event. There are about 6600 MIT alumni/e spread throughout Northern California. I encourage you to organize an event in your neighborhood and meet some of your MIT neighbors.

Are there areas of interest which you wish MITCNC events would address? Help us change that. Club officers are eager to assist you in organizing events that fill your unsatisfied needs. The club has GREAT contacts in all sorts of businesses and organizations all over Northern California. If you are willing to take the lead in organizing an event, we’ll help you identify the contacts (often fellow MIT alums) and logistics needed to organize a great event.

Are you willing to volunteer your time but don’t have an idea for an event? Many of our events require teamwork among several volunteers. The MITCNC officers (listed below) are happy to talk to you about your interests and help you get involved.

So far this year, the MITCNC has been very active and very fortunate to have the support of many volunteers. I want to take this opportunity to thank them for their support. I hope you choose to join these volunteers in making your MIT club the best in the world.

David Weitz ’87
MITCNC President

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<tbody>
<tr>
<td>President</td>
<td>David Weitz ’87</td>
<td>(650) 354-4215</td>
<td><a href="mailto:dweitz@wsgr.com">dweitz@wsgr.com</a></td>
</tr>
<tr>
<td>VP - Events</td>
<td>John Keen G’94</td>
<td>(650) 933-3401</td>
<td><a href="mailto:john.keen@alum.mit.edu">john.keen@alum.mit.edu</a></td>
</tr>
<tr>
<td>VP - Young Alumni Events</td>
<td>Jonathan Claman ’93</td>
<td>(650) 969-0880</td>
<td><a href="mailto:jclaman@alum.mit.edu">jclaman@alum.mit.edu</a></td>
</tr>
<tr>
<td>VP - Entrepreneurship</td>
<td>Fred Lam G’89</td>
<td>(510) 482-1419</td>
<td><a href="mailto:fredlam@alum.mit.edu">fredlam@alum.mit.edu</a></td>
</tr>
<tr>
<td>VP - Sponsorship</td>
<td>Eric Jorgensen ’60</td>
<td>(408) 929-4058</td>
<td><a href="mailto:ericjorg@aimnet.com">ericjorg@aimnet.com</a></td>
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<td>VP - Communications / Newsletter</td>
<td>EdwardTau ’95</td>
<td>(650) 742-6301</td>
<td><a href="mailto:edward_tau@alum.mit.edu">edward_tau@alum.mit.edu</a></td>
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<tr>
<td>VP - Electronic Communications</td>
<td>Ping Huang ’94</td>
<td>(650) 933-6256</td>
<td><a href="mailto:pshuang@alum.mit.edu">pshuang@alum.mit.edu</a></td>
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<tr>
<td>VP - Finance</td>
<td>Sang Park ’93</td>
<td>(707) 793-8510</td>
<td><a href="mailto:sparkie@alum.mit.edu">sparkie@alum.mit.edu</a></td>
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<tr>
<td>VP - Membership</td>
<td>Ning Peng ’90</td>
<td>(650) 968-5135</td>
<td><a href="mailto:ning@alum.mit.edu">ning@alum.mit.edu</a></td>
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<tr>
<td>VP - Venture Incubator</td>
<td>Tom Darbonne G’91</td>
<td>(408) 544-7169</td>
<td><a href="mailto:thomas_darbonne@altera.com">thomas_darbonne@altera.com</a></td>
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<td>VP - Career Development</td>
<td>Nancy Chan ’96</td>
<td>(408) 957-1740</td>
<td><a href="mailto:nhchan@alum.mit.edu">nhchan@alum.mit.edu</a></td>
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The MIT Club of Northern California is the premier regional alumni/ae club of the Massachusetts Institute of Technology. The club offers numerous resources in entrepreneurship, career development, and professional networking in the Bay Area. In addition, the Club provides many opportunities for social interaction between MIT alumni/ae as well as alumni/ae from similar university clubs.

If you have suggestions for the Club, or interest in volunteering or organizing events, please contact any of the officers listed above. The Club is an all volunteer organization and is always seeking energetic and motivated alumni/ae who are eager to be involved.
Each year, hundreds of start-up companies embark on a long journey to become the next Microsoft, Cisco, Intel, or Oracle. Although these entrepreneurs pinpoint different industries for success, their companies share a common beginning: the business plan. The business plan offers the entrepreneur the opportunity to express his or her concept on paper. It serves as a selling document to potential investors and employees, as well as a guide for the company.

Many first time entrepreneurs have trouble understanding the elements of a successful business plan. To help you tackle these issues, we’ve assembled the Second Annual MIT Entrepreneurs Club Business Plan Workshop. The workshop will differ from similar workshops in that we are bringing together a number of prominent members of the entrepreneurial and professional services community. The following topics will be developed in this workshop:

- **Components of a Business Plan:** This session will provide participants with an overview of the structure and main sections of a business plan as well as length and style.

- **Market Analysis:** A management consultant will lead this section covering topics such as market definition, segmentation, market size, and competitive analysis.

- **Product and Service Description:** A proven entrepreneur will discuss the best way to describe products and services as well as new product development.

- **Marketing and Sales Strategy:** The workshop will include a session by a prominent marketing consultant on the elements of a successful marketing plan.

- **Management/Operations:** Perhaps the most important aspect of a venture are the entrepreneurs behind the company. A respected Venture Capitalist will discuss qualities of a good team and its operations plan.

- **Financial Data:** An Emerging Company Services consultant will lead this session and leave participants with a detailed spreadsheet for them to use.

- **Business Plan Review Session:** Participants will have the opportunity to review a real business plan that actually received funding and participate in a mock presentation.

By the end of the seminar, the participants will have learned the general structure of a business plan appropriate for both investors and internal use. Participants will also have a copy of a spreadsheet to generate financial projections. Prior to the class, the participants are required to review a business plan and some background reading. Those attending the class are also expected to bring their complete abstract of their proposed venture.

Enrollment will be limited to 30 people for this full day event to maintain a low participant to instructor ratio. Preference will be given to participants in the Venture Incubator program, but the event is open to others on a first-come, first-served basis. The charge for the course prior to March 21st is $75. After March 21st, the fee is $100. The fee includes instructional materials, continental breakfast, lunch, and snacks.

**Laurence Toney** is a consultant with Coopers & Lybrand’s Emerging Company Services practice. This practice helps companies with their business plan strategy, financial projections, and introductions to the funding community. Laurence received his MBA from U.C. Berkeley’s Hass School.

**Gus Tai** is a Principal partner at Trinity Ventures. Gus’ focus areas include computer software, Internet software, and data communications. Gus received Master’s degrees from both MIT’s Sloan School of Management and the Department of Materials Science.

The MIT Sloan Club of Northern California presented a discussion with founders of two prominent Internet Companies, Bill Porter G’67 of E*Trade (NASDAQ:EGRP) and Jerry Yang of Yahoo! (NASDAQ:YHOO).
Want to get in on the ground floor of a high-tech start-up? Have an idea, but don’t know how to take the next step?

We can help!

Last October, the MIT Club of Northern California launched its venture incubator, a novel two-stage program to help entrepreneurial alumni/ae overcome obstacles impeding their efforts to create new technology companies. The first stage of the program concentrates on helping participants form a founding team and develop a business concept for a new venture. During the second stage of the program, participants are assisted in converting their business concepts into a quality business plan.

Stage I: Team formation and the Business Concept
The first stage of the program focuses on team creation and idea generation. Our goal is to create an environment where similarly minded individuals with complementary skill-sets can mingle and develop a business concept that can be refined into a single page abstract. Stage I activities reflect this mission: a web-based Interpersonally site to help prospective team members contact one another (and maintain a degree of privacy), bi-monthly mixers, and bi-monthly speakers on topics relevant to this stage of the program. If you can crystallize your concept into a single page abstract, we have members of the Venture Capital community willing to critique it.

Stage II: The Business Plan
The second stage of the program consists of educational events directed at producing a quality business plan. A series of distinguished speakers will offer insights on marketing, finance, and strategic partnerships. In this stage, participants will meet successful entrepreneurs who will share their experiences. We are also planning a business plan workshop to help teams structure their plans.

Who Can Participate?
While the program is open to the general public, priority will be given to MIT alumni/ae who are members of MITCNC in good standing. Team composition is not restricted except that each team must have at least one active MIT member.

What time commitment is involved?
Participation in the program is flexible. Those interested only in the speaking events, may do so on a space available basis. Abstract development should take 4 hours/week. Writing a quality business plan will take a minimum of 8 hours/week. Be advised that this process is addicting!

What does the program cost?
Generally, the week-night speaking events cost $20 each with a discount being given to MITCNC members in good standing. Events will be held in the Palo Alto area starting at 6:30pm. The MIT CNC web-site (www.MITCNC.org) will have the latest details on each event. If you wish to join a team and submit an abstract, there is a one-time $25 registration fee. Contact one of the program coordinators for a registration packet.

A panel of four venture capitalists discusses what it means to get funded in early and late rounds of financing in the Venture Incubator series on venture capital. Firms represented were: Hummer Winblad Venture Partners, Trinity Ventures, Menlo Ventures, and Mohr Davidow.
Venture Incubator Schedule of Events

Stage II: The Business Plan

Thursday, March 19

Practical Start-up Management
Ask any founding CEO what the key focus needs to be, and they will reply "CFIMITYM". If you don't know what this acronym stands for, you need to come to this evening's presentation. Many a promising enterprise has become insolvent because expected financial returns from the first product don't materialize. Manage things too tight, and you risk missing payroll or worse. Go out for more money than you need, and the founders' share in the enterprise is reduced. Maximizing your return while minimizing your risk is a tricky proposition. Tonight's speakers will help you understand the issues so that you can develop balanced expectations about the tactical financial management challenge you will face in the pre-IPO stage. Our panelists include Chuck Erickson, who specializes in start-up or start-over operations and activities involving interim CEO positioning or CEO coaching and Bob Marcus, President, CEO, and founder of RGB Spectrum.

Thursday, April 16

Early Stage Finance
Average placements by the VC community exceeded $5M in the last quarter. In order to attract that magnitude of funding, you have to be pretty far down the road. What alternatives do you have if you have smaller amounts to get started? This evening's event will consist of a panel of individuals who can identify some of the options for you: grants, angel investors, and corporate partnerships. The panelists will share their experiences with these different options, pro's and con's of each, and offer guidance on how to attract the financing needed. Panelists to be announced.

Thursday, April 30

Lessons from the Trenches: Cynthia Typaldos, Founder of GolfWeb
Cynthia will share her experiences successfully developing business models and software products for the Web. She co-founded GolfWeb in 1995, and raised $14M in venture and strategic partner funding over the last three years. GolfWeb's business model consists of four distinct revenue streams: advertising, commerce, membership and licensing. The company has over 10 employees, and dominates this space on the Internet. Business Week selected it as one of the seven best web sites in 1996. Prior to GolfWeb, Cynthia co-founded Typaldos, Patterman & Associates; a product strategy, marketing and standards consultant. She as also held multiple management roles at Sun Microsystems and Data General. Ms. Typaldos received her M.S. Management from the MIT Sloan School of Management in 1981.

Thursday, May 14

Marketing Channel Planning
All too many business plans treat sales as a spreadsheet item that costs a fixed percentage of projected sales. This thinking can lead to catastrophic mistakes at the outset, such as the signing of distribution agreements with the wrong channel partners - or worse with the wrong channels. The array of options is complex: sales reps, distributors, value-added resellers, direct sales, e-commerce. Each option has its own particular support needs, so the decision has a significant impact on your organization. Don't sit and wait for the orders to roll in before reassessing your decision. This event is a practical primer on these options, and an exploration of what it takes to cultivate a successful selling channel. For example: If you're a technologist, how will you identify, hire, and manage an appropriate VP of Sales?

Ed Lee, founder of two successful hi-tech companies will discuss key issues you will face in getting your products to market, and deliver insights on what it takes to set up the sales and marketing system for your venture. This event promises to be intensely practical, provocative, and humorous.

Thursday, May 28

Technology Licensing
For many high-tech businesses, including those in the software and life sciences industries, technology licensing is a way of life. Savvy entrepreneurs are skillfully working with universities to gain rights to the fruits of academic research. Large companies are on the prowl looking to license-in technologies from small companies which fit their strategic portfolio. Attorneys help their clients negotiate the best deals. Come hear our panel of experts discuss the ins and outs of high technology licensing. Panelists include Ken Clark, Head of Licensing at Wilson-Sonsini (confirmed) and a University Licensing Director.

Thursday, June 11

Selling the Value of Technology
Ten times faster; half the price. Why isn't the product flying off the shelf? Counting on that cash to avoid another round and additional dilution? Product superiority is not a sufficient condition for market success. Selling high technology products is a challenge, and especially difficult for a start-up trying to establish a name for itself in a crowded market. This event will introduce you to the basics of successful business-to-business selling strategies. It will explain selling and buying cycles, and describe how these cycles limit your revenue creation opportunities. It will also take you through the stages of the selling cycle that apply to high technology products. Vance Nahman and Bob Parsons have coached numerous leading high tech companies on this topic. Their three and four day workshops are highly recommended.

Cost and Registration for Venture Incubator Events
Please pre-register to help us with planning, by emailing your registration request to mitnc98@aol.com or calling (408)323-2255

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RSVP and Pre-Payment
Pre-pay by sending checks (payable to MITCNC) or by credit card number to: Anne-Can
c/o MITCNC Venture Incubator
6155 Almaden Expressway, Suite 350
San Jose, CA 95120
The MIT Stanford Venture Laboratory (http://www.vlab.org) is a public forum through which entrepreneurs, managers, executives - anyone really - can come to learn about the issues involved with starting and growing companies. Through an annual series of case studies and special presentations, the Venture Laboratory becomes just that - a laboratory where interested professionals gather to observe other companies, dissect their business plans, offer their own ideas and watch as the company matures in real-world markets.

Venture Lab programs are held on the third Tuesday evening of each month at Stanford University’s Bishop Auditorium. The presenting company presents an oral summary of its business plan, or a current issue, to a panel of industry experts. The skilled objective counsel of the panel, as well as the feedback from an audience of highly interested professionals, provides valuable help and guidance to the company.

The programs are designed to ensure a rewarding experience for everyone involved. Many of the people that have served as panelists for Lab programs are visionaries and well respected members of their business communities. Generally, each forum begins with a short reception where the presenting company, panelists, and audience mingle prior to the formal presentation and discussion.

**Job Placement Services in the Bay Area**

*Tap into the MITCNC job network*

MIT CNC is putting together a webpage (for more details, please see http://www.mitcnc.org/career.html) to help those of you looking for jobs to: find contacts at companies whom you can submit resumes to; job-shadow for a day in order to explore different careers.

If you would like to be an employment contact for your company, please send me your name, address, email address, fax number, and work/home telephone numbers along with your company website URL and brief description of your company. Your role would be to serve as the company liaison to the MIT CNC members: you would receive resumes from MIT alumni/ae and refer/distribute them to the appropriate contacts, as well as answer questions about employment opportunities at your company. None of your contact information would be posted directly on the website; interested alumni/ae would contact the VP of Career Development directly to get the information.

If you would like to volunteer to allow someone to shadow you for a day, please email nhchan@alum.mit.edu your name, title, address, email address, fax number, work/home telephone numbers, company and a brief description of what you do/what your company does. Your role would be to allow an MIT alumnus/a to “shadow” you for a day so that s/he may make firsthand observations about your career.

**AMITA**

*Association of MIT Alumnae*

http://alumweb.mit.edu/groups/amita/

The Association of MIT Alumnae is dedicated to providing a means for former women students to maintain contact with each other and MIT. We also support current women students with various on-campus activities, giving them a chance to meet and talk to alumnae.

I am currently the Vice President of AMITA and we would like organize events here in the Bay Area, such as mentoring/networking programs and high school visiting to encourage girls to excel in science. Please contact me at nhchan@alum.mit.edu with your name, address, email address, work/home telephone numbers: if you would like to become involved in and join AMITA, if you would like to assist in organizing AMITA events, or if you have suggestions on what kinds of AMITA events to organize.

**Your Membership Counts!**

Please show your support for the MIT Club by submitting the enclosed membership form of the year 1997-98.
This summer will mark the first year of the MIT Freshman/Alumni Internship Program. The program, initiated in the Office of the Provost, is designed specifically to connect freshmen in the summer after their first year to working experiences with MIT Alumni as both employers and mentors. Freshmen need to know what their MIT experience will be worth by the time they graduate.

The program is designed to give freshmen a taste of the real world at an early start, as well as give them a strong foundation for future jobs. Alumni will share with students a learn-by-doing philosophy, a propensity for hard work, and for tackling difficult problems. They will also help educate students to what it takes to survive and thrive in the workplace.

Included in the program is a communication component designed to enhance not only writing skills, but also speaking and thinking skills. The writing component is as important as the actual summer work. Arthur Steinberg, director of the program, feels that strong communication and thinking skills are key to preparing MIT students for the job or for graduate experience. These skills, alongside the student’s professional training, will broaden the pool of their future employment opportunities.

The pilot program will start by linking alumni with students on the east and west coasts. Length of the summer internship will vary with each employer.

If you are a freshman or an alum and are interested in knowing more about the program, feel free to contact Arthur Steinberg at arthurs@mit.edu, or Marshall Hughes at devil@mit.edu.

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**A Video Re-Broadcast “Building High-Tech Enterprise”**

By Prof. Edward Roberts

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**Organizer (RSVP and More Info)**

Julie E. Lynch
julie@lynch.com
(415) 329-0510

Edward B. Roberts - MIT Sloan School’s David Sarnoff Professor of Management of Technology. Dr. Roberts’ presentation entitled “Building High-Tech Enterprise: The Next Twenty Years” will focus on the trends that have emerged; the issues that will be dominant for high-tech entrepreneurs in the future. “One major change has indeed occurred over the past twenty years,” Roberts says. “More and more people want to become entrepreneurs, or at least want to move into young and exciting high-tech enterprises. This is especially true in the vibrant surroundings of MIT and the few other similar breeding grounds for U.S. enterprises.”

Dr. Greg Papadopoulos G’88, Chief Technology Officer of Sun Microsystems, addresses issues of “Network Computing” to an MIT audience.
The MIT Club of Northern California and the International Data Group (IDG) hosted an evening with one of the “Masters” of the Internet Universe, Robert Metcalfe ’68, at the elegant Hotel Sofitel on February 10, 1998. Bob Metcalfe is the inventor of Ethernet, founder of 3Com Corp (NASDAQ:COMS), and is currently serving as the President of the MIT Alumni Association.

In his dual role as President of the MIT Alumni Association and technology pundit, Metcalfe discussed issues related to MIT alumni as well as the almighty Internet itself. Through his talk, entitled “Internet Futures,” he enlightend and entertained an audience of more than 350 alumni and guests with insights of the World Wide Web, from its beginnings in the ancient age of the mainframe to its inner workings as we know it today. Metcalfe boldly predicted a new generation of computing devices in the form of “network computers” as the forthcoming revolution. His prediction asserts network computers as the heir apparent in the sequence of computing revolutions following mainframes, minicomputers, and personal computers.

This highly successful event was put together by key organizer Ronald Koo ’89 and members of MIT CNC leadership team. The event was recorded on video in entirety and is available through the Internet (courtesy of Eloquent). Please visit the Club’s website for details: www.mitcnc.org.
Your Membership is the Key to Club’s Success!

Please show your support for the MIT Club by submitting the enclosed membership form of the year 1997-98.
**MIT Real Estate Association: San Francisco International Airport**

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San Francisco International Airport is currently in the midst of a five-year, $3 billion expansion program. The objective of the program is to prepare SFO for projected future travel demands in the region, including dramatically increased traffic to the Pacific Rim.

Major components of the Program include the $990 million International Terminal Complex, which will be the largest International Terminal in the United States; a $490 million Airport Rail Transit (“people mover”) system that will replace Airport and Rental Car Company shuttle buses, including the on-Airport BART Station; $230 million for new circulation roadways and highway ramps; additional parking facilities worth $210 million, and various support facilities (cargo facilities, taxiway relocations, emergency facilities, etc.) and utility relocation projects totaling approximately $500 million. Construction began in 1995. Construction activity will peak with expenditures at approximately $75 million per month in June 1998. The first gates are expected to open in May 2000.

Our program will begin with a tour of the construction site. For safety reasons, it is recommended that you come prepared with appropriate footwear: construction boots or other sturdy hard-soled shoes are preferred; gym shoes, high heels and fancy loafers are not a good idea. Hardhats will be provided.

After the tour, we will return to the Delta Building for a brief presentation by Tom Kardos, the Deputy Airport Director in charge of the Program, and Steve Perreault, the Program’s Cost Manager.

Space is limited to 20 persons - please reply ASAP.

Directions from San Francisco: Take 101 South to North Access Road exit. Exit curves back over 101 toward the east. Stay to the left, and take left at first red light. Stay to the left, take left at next light onto South Airport Boulevard. In front of United maintenance facility, road becomes McDonnell Road and curves around the long term parking lot and the Rental Car Facility construction site. Program construction offices are on the second floor of the big blue and white “Singapore/Delta” building just after the rental car facility construction site. We will meet in Conference Room “B”. Parking is very tight - please arrive early.

Directions from Peninsula/South: Take the San Bruno Ave. exit east, take a right at the United maintenance facility, and follow the directions above.

**MIT Artist Exhibits New Robotic Sculpture At Yerba Buena Center For The Arts**

Art and technology collide in New Robotic Sculpture by MIT’s Alan Rath’s exhibition of powerful, kinetic sculptures, on view at Yerba Buena Center for the Arts, March 14-May 31, 1998.

The show features six works, including five world premieres, that probe the relationship between system design and sculpture. The Oakland-based Rath, an M.I.T.-trained electrical engineer, designs and fabricates his computerized sculptures from scratch, while most artists who work with sophisticated technology are forced to work with off-the-shelf equipment. Technology is, for Rath, both the material and the subject of his work. Says Rath, “I don’t want to use electronics to facilitate a process, I want electronics to be the process, be the object.” While his work functions as a light-hearted celebration of technology, it also casts a healthy skepticism on the idea of a technological utopia, capturing the ambivalent sense of empowerment and powerlessness often felt by the individual in an increasingly technological world.

Rath will stage his tour de force, Robot Dance, sponsored by The Capp Street Project in San Francisco. Using two 5-foot arms rendered with shoulder, elbow and wrist joints, Rath choreographs a complex, silent and graceful ballet that veers from anthropomorphic to purely formal.

Expanding on the ideas introduced in Robot Dance, the four premiere pieces display a wide variety of behaviors, both independent and coordinated. Meet Me At The Corner (1996) utilizes the visual possibilities of a corner installation. The other new sculptures further explore the relationship between the mechanical and conscious behavior. The first, Five on the Wall (1998), is a wall installation incorporating five 8-foot arms. In Friends and Acquaintances, several tripod-mounted, computer-controlled mechanisms unfold long metal tongues, open and close metal cabinets, and perform other mysterious hi-jinx. In One Track Minds, two interacting carts, complete with mechanical arms, flirt with each other on a 40-foot railroad track.

Center for the Arts Galleries are located at 701 Mission Street (at Third) in downtown San Francisco. Tickets and 24-hour information: (415) 978-ARTS / 2787 or log on to www.YerbaBuenaArts.org.
Tour the New United Motor Manufacturing Inc. Plant

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Organizer (RSVP and More Info)
Adam Brand
abrand@td2cad.intel.com
(650) 962-9426
Advance registration is strongly encouraged, but not absolutely necessary.

Interested in a lunch break far from your quiet office job? Try out this visit to a full scale auto manufacturing plant, right near Silicon Valley. On Friday April 17, at 11:30 AM we will take a tour of the Fremont NUMMI plant. We will see Toyota and Geo cars and pickups go from sheet metal to showrooms.

During our 1.5 hour tour, we will see many exciting areas of auto production as we ride through the plant on electric trams. We will see the delicate task of robotic welding, and the heavy job of lowering an auto cab onto the sub-frame. The tour will visit most of the major manufacturing divisions, including stamping, body weld, engine build-up, final assembly and quality check operations.

Since this event will occur during the work day, we have arranged to join NUMMI’s workers for an optional meal at the plant cafeteria (which we’ve been assured is quite good).

Directions are as follows: Please arrive at about 11:20. New United Motor is located off I-880 (the plant is visible from the freeway). If traveling north on I-880, use the second Fremont Blvd exit just past Mission Blvd. From I-880 going south, exit west on Automall Parkway (also indicated as Durham) and take a left on Fremont Blvd. You will find a visitors’ lot, just to the left of the main gate (gate #5). Proceed to the Public Tour Entrance, to the left of the Main Lobby and around the Administration building.

Our tour group is limited to 40 persons. The minimum age allowed is 10.

Orienteering: Get Lost!!

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday</td>
<td>Coyote Hills Regional Park</td>
</tr>
<tr>
<td>March 22, 1998</td>
<td></td>
</tr>
<tr>
<td>9:00 am</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost</th>
<th>Make check payable to MITCNC</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10</td>
<td>Solo Participant</td>
</tr>
<tr>
<td>$14</td>
<td>Team of Two</td>
</tr>
<tr>
<td>$16</td>
<td>Team of Three</td>
</tr>
<tr>
<td>$18</td>
<td>Team of Four</td>
</tr>
</tbody>
</table>

Organizer (RSVP and More Info)
Bill Maney
bill.maney@alum.mit.edu
(650) 780-9339 (home)
(408) 737-7600 x6346 (work)
755 Upland Road
Redwood City CA 94062

Ever want to turn a hike into a puzzle? Or Vice Versa? Try Orienteering.

Imagine: It’s a beautiful day. You’re given a map. You head off running down the trail toward the first check point. You get confused. You go back to the start. You check your compass and head off in the right direction this time. You find the first check point and punch your card. In great confidence you head off to the next one in a rush, only to go right by it without noticing it. Eventually, with some luck, you spot it without having to go back to the last one. A little more careful now, you hone your techniques and by the end, you’re finding the check points quickly. The results come in and ... you’ve been trounced by some 11 year old ringer! Well? What did you expect for your first time?

Come spend the day with the Bay Area Orienteering Club. The event is on Sunday, March 22 in the open grasslands of Coyote Hills Regional Park in Fremont (near the Dumbarton Bridge). We’ll arrive at 9AM and get acquainted. At 9:30 we’ll listen to a talk explaining how it all works and how to read the map. Then we’ll get our start times and do the course. Afterwards, we’ll picnic, socialize, and wait for our results to come in.

The easy (white) course is about one mile long and stays mostly on the roads and trails. The yellow course is about 1.5 miles and slightly harder, with check points occasionally placed off the trail, and possible short cuts if you’re smart. And there are advanced courses as well.

You can do the course solo, or you can go as a team. (Team size should be kept small to minimize the number of opinions about which way to go!) You can go for speed, or take your time and enjoy the surroundings. There is no age limit, but parents/guardians should use their discretion in picking a course for their kids, or go along with them. You can do more than one course but it will cost a bit more.

You should bring comfortable shoes for hiking, water, a picnic lunch, and a compass (can be rented at the event for $1). Keep in mind that it can be windy and/or muddy there. And, for all you techno-junkies who are thinking of cheating, the maps don’t have longitude and latitude, so your GPS may not help.

To learn more, check out the Bay Area Orienteering Club website at www.baoc.org. Replies with an email address need not include a SASE.
**Whitewater Rafting**

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday, July 26, 1998</td>
<td>Town of Coloma, near Highway 50 and 49</td>
</tr>
<tr>
<td>7:00 am</td>
<td>Driving time from South Bay: 3 hours / 160 miles</td>
</tr>
</tbody>
</table>

**Cost**
- $140: Pre-paid Active Member
- $150: All others

**Make check payable to MITCNC**

**Organizer (RSVP and More Info)**
Scott Firestone ’91
scottf@alum.mit.edu
(650) 845-5228
802 Fremont Street
Menlo Park, CA 94025
http://www.adventuresports.com/asap/wwraft/excite/welcome.htm

Experience the thrill of whitewater rafting on the Middle Fork of the American River in the beautiful wilderness of the Gold Country! The river offers 18 miles of intermediate class III and IV rapids, including a 90 foot raftable tunnel and an 8 foot raftable waterfall.

The river also flows through a quiet side of the canyon where you’ll have a chance to enjoy the scenic side of the Middle Fork. Rich in History of the Gold Rush of the 1840’s and 50’s, the river and canyon still possess some of the mines and equipment from that era.

Because the trip begins early in the morning, driving over the night before and camping or staying at a motel is advised. Camping at the rafting company’s camp site is free, and an information sheet will be sent to participants covering optional motels and B&Bs, as well as directions and what to bring. Sneakers that can get wet are mandatory. Breakfast and lunch will be provided.

This trip is limited to 12 people. To reserve your space, you must send a check to pay for the event by April 9th. Send name, address, phone, email address, names of guests, event fee, and SASE to the address above.

**Bike Ride to Scenic Tiburon**

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday, May 3, 1998</td>
<td>Meet by Ticket counter for Alcatraz by Pier 39</td>
</tr>
<tr>
<td>10:30 am</td>
<td></td>
</tr>
</tbody>
</table>

**Organizer (RSVP and More Info)**
Monika Gorkani G’93
monika@virage.com
(630) 573-3223

This is a trip for both the Speedy Gonzales and the leisurely type bike riders. The route is about 9 miles. We’ll be starting at Pier 39, going through the aquatic park, Fort Mason, Presidio Park, over the Golden Gate bridge, downtown Sausalito and then near the water all the way to Tiburon. We’ll be taking the ferry back to Pier 39. The ferry ticket for adults is $5.50, for children $2.75. We’ll be taking the 2:45 pm or 4:05 pm ferry back (depending on what people want to do). In Tiburon, we’ll be eating lunch (hopefully around 1 pm) at Rooney’s Cafe and Grill on Main St in Tiburon.

For those who don’t have bikes, you can rent bikes at the Blazing Saddles store by Columbus Avenue and Francisco Street (very close to Pier 39). Their phone number is (415) 202-8888 and their web page is http://www.blazingsaddles.com. The bike rentals run around $25-$45 day depending on what type of bike you want.

The MIT Club of Northern California does not assume any responsibility for any personal injuries or property damage suffered during this event. Cycling is a sport which has inherent risks. Each participant is entirely responsible for being aware of these risks and taking necessary precautions.

The following items will be useful during the bike ride: water bottles, sun block, snack food, money to spend along the way (e.g., at restaurants), sweater (to wear on the ferry ride back).

**Tango at Alberto’s**

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>Mondays, March 30, 1998</td>
<td>Alberto’s Night Club</td>
</tr>
<tr>
<td>7:30pm Lesson</td>
<td>9:00pm Dance</td>
</tr>
<tr>
<td>April 27, 1998</td>
<td>Mountain View</td>
</tr>
</tbody>
</table>

**Cost**
- $12: Lesson, party, and drink
  - Mention MIT club and receive a coupon for an extra free drink!

**Organizer (RSVP and More Info)**
Sramana Mitra
sramana@daistech.com

This 7.4 mile, 4 hour loop descends 1200’ through firs and redwoods to the widest part of the creek, then 500’ up Bald Knob for a great view of the coast.

An all-day expedition to Pinnacles National Monument, 40 miles E of Monterey. This park is known for volcanic caves, canyons, and stone spires over 1000’ tall! RSVP required.

Groves of enormous, ancient redwoods are the draw here. Nice grasslands and ridgetop meadows with views give you a chance to rest your neck from trying to find the tree-tops...

This is a trip for both the Speedy Gonzales and the leisurely type bike riders. The route is about 9 miles. We’ll be starting at Pier 39, going through the aquatic park, Fort Mason, Presidio Park, over the Golden Gate bridge, downtown Sausalito and then near the water all the way to Tiburon. We’ll be taking the ferry back to Pier 39. The ferry ticket for adults is $5.50, for children $2.75. We’ll be taking the 2:45 pm or 4:05 pm ferry back (depending on what people want to do). In Tiburon, we’ll be eating lunch (hopefully around 1 pm) at Rooney’s Cafe and Grill on Main St in Tiburon.
Young Alumni of the Bay Area (YABA) is an association of young alumni representing Bay Area alumni clubs from twenty universities across the country. The purpose of YABA is to hold social and community service events on a regular basis that give participating alumni a chance to meet other young people in the area who share similar collegiate experiences. Check out YABA’s web site for an updated calendar of events:

http://www.yaba.san-francisco.ca.us

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, Mar 26, 1998 7:00 pm</td>
<td>Fanny &amp; Alexanders 420 Emerson Street Palo Alto</td>
</tr>
<tr>
<td>Thursday, Apr 23, 1998 7:00 pm</td>
<td>Left at Albuquerque 445 Emerson Street Palo Alto</td>
</tr>
<tr>
<td>Friday, Apr. 17, 1998 10:00pm-2:00am</td>
<td>Sol y Luna 475 Sacramento (Battery &amp; Sansome) San Francisco</td>
</tr>
</tbody>
</table>

Organizer (RSVP and More Info)

Cyrus Wadia
cyrus@alum.mit.edu

Anjay Skoskiewicz
anjay@ideo.com

David Daniels
ddaniels@alum.mit.edu

Organizer (RSVP and More Info)

Julie Fenker (Stanford '94)
jfenker@us.oracle.com

Wine BRATS
Experience wine like never before!

How can you not join a group with a motto of "We like wine. We drink wine. We like life. We drink life. Come play with us!" The Wine BRATS (Wine to Benefit Responsible Adults of Tomorrow's Society) are young representatives and enthusiasts of the wine industry, dedicated to presenting wine to our peers in an accessible and unpretentious manner. This event will bring together representatives (and, of course, wines) from 4-5 different wineries, in a fun, light-hearted, interactive setting. Light hors d'oeuvres, door prizes, contests, and a grand prize will be provided!

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Thursday, Mar 12, 1998 7:00-9:00pm</td>
<td>London Wine Bar 415 Sansome (Sacramento &amp; Clay) (415) 788-4811</td>
</tr>
</tbody>
</table>

Organizer (RSVP and More Info)

Julie Fenker (Stanford '94)
jfenker@us.oracle.com

YABA Club Night
Dress To Impress for Salsa!

Flamenco house band Grupo de Sol y Luna’s authentic performance of the impassioned Andalucian traditions charged the spacious yet somewhat sterile atmosphere of the financial district restaurant/club into a Mediterranean hotbed, ripe with omnivorous energy.

"Viva la musica!" The invigorating sounds called for just such a response.

<table>
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</thead>
<tbody>
<tr>
<td>Friday, Apr 17, 1998 10:00pm-2:00am</td>
<td>Sol y Luna 475 Sacramento (Battery &amp; Sansome) San Francisco</td>
</tr>
</tbody>
</table>

Cost Pay at Door
$10 All

Organizer (RSVP and More Info)

Edward Tau 95
edward_tau@alum.mit.edu

MIT CLUB OF NORTHERN CALIFORNIA 13
A Swinging Night with the San Jose Symphony

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Saturday, May 30, 1998 8:00pm</td>
<td>Flint Center Cupertino</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Cost</th>
<th>Make check payable to MITCNC</th>
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</thead>
<tbody>
<tr>
<td>$35</td>
<td>Pre-paid Active Members</td>
</tr>
<tr>
<td>$40</td>
<td>Others</td>
</tr>
</tbody>
</table>

Doc Severinsen will be conducting the San Jose Symphony for the swinging finale of this year’s San Jose Symphony’s SuperPops series. Well known to television audiences as the flamboyant Grammy Award Winning Music Director of “The Tonight Show”, Severinsen is one of today’s most dynamic instrumentalists.

Severinsen began to learn the trumpet when he was seven years old in Oregon. At the age of twelve, Severinsen won the Music Educator’s National contest and, while still in high school, was hired to go on the road with the famous Ted Fio Rito Orchestra. After completing his education and serving in the Army, Severinsen toured with the Tommy Dorsey, Benny Goodman and Charlie Barnet bands. He finally settled down in New York as an NBC staff musician in 1949. He joined the “Tonight Show” Orchestra in 1962 and was tapped to become its music director in 1967, embarking on the position that was to make him a household name and American icon.

Doc has recorded more than 30 albums: from big band to jazz fusion to classical. During the 1997 - 98 season alone, Severinsen will conduct and perform in over seventy concerts, in forty cities from Bakersfield to Biloxi to Buffalo. He is Principal Pops Conductor of the Phoenix Symphony, the Minnesota Orchestra, the Milwaukee Symphony and the Buffalo Philharmonic Orchestra.

After the concert, we will walk across the street for coffee and dessert.

Spring Recital

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saturday, May 9, 1998 8:00pm</td>
<td>Palo Alto Unitarian Church 505 East Charleston Road</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost</th>
<th>Make check payable to MITCNC</th>
</tr>
</thead>
<tbody>
<tr>
<td>$8</td>
<td>All</td>
</tr>
</tbody>
</table>

Jee-Hoon Yap Kraska (’90 & ’97, EE), and Julia Ogrydziak (’96, Physics & Music) would like to invite everyone to attend their debut Bay Area Recital. The concert will include pieces by Part, De Falla, Scriabin, and Franck.

Jee-Hoon began studying piano at an early age in Malaysia, performing on Radio Malaysia and before the Sultan. Upon immigrating to the USA, Jee-Hoon has performed extensively, including solo concerts at Lincoln Center and Boston Symphony Hall, and has won numerous competitions, including the Juilliard Schumann Piano Concerto Competition and the Young Keyboard Artists’ International Piano Competition. Jee-Hoon moved to San Francisco last year; she is currently working at Hewlett-Packard.

Julia studied violin at the San Francisco Conservatory of Music and the Conservatoire Nationale de Boulogne. She has played at festivals world-wide including the Tanglewood Music Festival and the Schleswig-Holstein Musik Festival. She has performed throughout Europe and the USA. At MIT, she received the Institute Award for Academic Excellence, and the Naess Music Scholarship. After graduating, she played with the Honolulu Symphony. She is now Managing Partner of Blacksquare, a San Francisco-based Internet design company which she founded.

Take 101 to San Antonio Exit (in Palo Alto), continue on San Antonio until the light at Charleston. Turn right onto Charleston (going west) and go until you cross Middlefield.
Mohr Davidow Ventures
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- To Help Talented Entrepreneurs Build Great Companies

http://www.mdv.com

2775 Sand Hill Road
Suite 240
Menlo Park, CA 94025
U.S.A.

TEL: (415) 854-7236
FAX: (415) 854-7365

This newsletter is composed with FrameMaker 5 on the Microsoft Windows NT 4.0 platform powered by the Intel Pentium II-266 microprocessor. FrameMaker is the premier cross-platform desktop publishing software from Adobe Systems. Images are edited using CorelDRAW 8 Graphic Suite, the preferred software package for graphic design from Corel Corporation.

MIT Club of Northern California captures many of its presentation events on both audio and video archives. These archives can be retrieved on demand via Club’s website at www.mitcnc.org under the link “Audio/Video of past events”.

Audio and video streams are brought to you at the courtesy of:

Internet Video Services, Inc. specializes in the compression, digitization, storage and distribution of high quality video and audio over the Internet’s World Wide Web, and is taking an active role in educating the Web community on the power and strategic use of video/audio in a variety of formats. Its service offerings are netStream™ (streaming video) and netvideo (downloadable video).
Wilson Sonsini Goodrich & Rosati (WSGR) is proud to support the MIT Club of Northern California and its efforts to provide quality technology, business, and entrepreneurship programs and information to its members.

WSGR is a leading law firm in the heart of Silicon Valley and specializes in representing emerging growth companies in the high technology sector. WSGR provides a full range of services to our clients. WSGR’s clients include more than 250 public companies, 2,000 emerging-growth companies, and the venture capital funds and investment banks that support them.

Please visit WSGR’s website at www.wsgr.com for more information about the firm and the services it provides to Silicon Valley’s top entrepreneurs and business leaders.