Thomas J. Buckholtz

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Table of Contents

SELECTED ACHIEVEMENTS

Business, technology, and governmental innovations

Dr. Thomas J. Buckholtz contributed to the following business, technology, and governmental innovations.

- Improve governmental service (from all levels of government) for the American public.
  He led the team (part of the General Services Administration, plus federal chief information officers) that catalyzed an early 1990's grassroots coalition of private-sector, news-media, academic, and government employees and organizations and built momentum toward "reinventing government," "e-government," and "simplified permitting" for construction permits.
  (More information: C at GSA)

- Produce annual cost savings equal to 1.5 percent of annual corporate revenue.
  He catalyzed a company-wide grassroots innovation program (Pacific Gas and Electric Company) that increased productivity, teamwork, and learning and included the company's first use of various types of information technology.
  (More information: OTPC at PG&E)
- Pioneer 3 information technologies.
  He led the team that built the Lawrence Livermore National Laboratory's first multi-participant computer simulation and game. He had leadership roles in the development (by Teknekron) of the world's first automated document library and of an early "PDA - personal digital assistant" (the Panasonic Hand-Held Computer).
  (More information: simulation - LLL 1968+ , library - SS & VP,O at ITC, PDA - SM at FA)
- Develop 3 leading-edge information systems.
  He led the project that produced a system for managing the Contra Costa County (California) Criminalistics Laboratory's caseload and had major roles in developing systems for screening newborns for genetic diseases (State of California) and for adjudicating workers compensation claims (State of Washington).
  (More information: crime lab and health screening - VP at BTA, claims processing SS & VP,O at ITC)
- Establish 3 information-technology marketplace business practices.
  He pioneered and established the "enterprise software license" or "corporate license" (while at Pacific Gas and Electric) and proposed the concepts for "GWAC - the Government-Wide Acquisition Contract" and "Indefinite Delivery - Indefinite Quantity (IDIQ) Multiple Award Contract" (while with the General Services Administration).
  (More information: corporate license - OTPC at PG&E, federal procurement - C at GSA)

Environmental and societal achievements

He contributed to the following environmental and societal achievements.

- Preserve 7 kilometers (4.5 miles) of Pacific Ocean coastline in California, USA.
  He proposed the concept for the Palos Verdes Estates Shoreline Preserve.
- Pioneer nationwide grassroots endeavors by an American national political party.
  He proposed concepts that a United States political party's National Committee implemented in 2001 as a "Team Leader Program" and "Grassroots Division."
  (More information: EVP at BIC)
- Establish a Rotary International worldwide service program.
  He proposed the concept for the Donations-In-Kind Information Network, a program based on people's announcing goods that were available for use.
  (More information: link to information about a Rotary International video tape)

ROLES

Tom Buckholtz has served in the following roles.

- Executive leading a $1 billion business unit, which met profitability goals.
  (C at GSA)
- Corporate officer and advisor for startups.
  (F at TJBA, EVP at BIC, 1993-1997, VP at BTA, SS & VP,O at ITC)
- Chief information officer for a $10 billion enterprise.
  (C at GSA)
- Co-CIO for the United States federal government's Executive Branch.
  (C at GSA)

- Program leader catalyzing innovation throughout a $6 billion corporation.
  (OTPC at PG&E)
- Commissioner, U.S. General Services Administration.
  (C at GSA).
- Developer of information systems.
  (M at FAI, VP at BTA, SS & VP,O at ITC, P/C at LLNL, MTS at HAC, SS at AC, GM, CP at DA)
- Professorial Lecturer; university Extension Instructor.
  (PL at GWU, EI at UCSC, EI at UCB)
- Business advisor and innovation consultant.
  (F at TJBA, 1993-1997)
- Organizational development or change management practitioner.
  (F at TJBA, EI at UCSC, EVP at BI, SPC at O, C at GSA, OTPC at PGE)
- Not-for-profit board (of directors, trustees, or advisors) member.
  (PB at Civic)
- Physicist, applied mathematician, or similar.
  (RA at RI, F at TJBA, P at LLNL, EI at UCB, P at CF, P at LRLL, M at HA, SST at AE GM)

EDUCATION

University - Degree-granting programs

PhD, Physics - University of California, Berkeley (1971)
  National Science Foundation Graduate Fellow; also, M.A., Physics (1968)
  GPA: 3.9

BS, Mathematics - California Institute of Technology (1967)
  Honors at entrance and upon graduation, Tau Beta Pi, varsity tennis team captain
  GPA: 3.6 (top 10% of the class)

University - Other than degree-granting programs

Public Utility Executive Program - University of Michigan (1986)

Financial Management and Engineering Economy for Public Utilities - Stanford University (1984)

One course in computer programming - University of California, Los Angeles, University Extension (1962)
  GPA: 4.0

CLIENTS and EMPLOYERS

Large and small enterprises in aerospace, agricultural research, biotech, business services, computing, defense, education, energy utilities, government, healthcare, high technology, innovation, insurance, Internet, law enforcement, politics, research and development, telecommunications, and venture capital.

EMPLOYMENT and CONSULTING

Founder – T. J. Buckholtz & Associates (Business Advisor, Innovation Consultant, Seminar Provider, Speaker, and Physicist)
1/2001 - present

- Advise businesses and coach executives to help them define and achieve business strategies, improve profitability and productivity, develop and market products and services, catalyze innovation, augment corporate culture, streamline processes, and work effectively and efficiently.
- Provide Direct Outcomes (systems-thinking tools) workshops. Wrote a book, *Create Crucial Insight: Use Direct Outcomes checklists. Think well. Do great.* Wrote an e-book, *Innovate Incisively: Gain Impact. Save Time.*
- Provided a seminar on innovation for leaders of PetroChina's DaQing Oilfield Company.
- Provided a seminar for leaders of Beijing government businesses on how the American federal government catalyzes private-sector innovation.
- Provided an 8-session course, Catalyzing an Information Proficient Society, via the World Bank's Global Development Learning Network (videoconferencing) for participants in Afghanistan, Ghana, and Sri Lanka.
- Provided seminars on American society and public administration for provincial and local China government officials.
- Helped find a source of investment for a biotech startup.
- Developed physics modeling pertaining to elementary particles, dark matter, dark energy, and some aspects of astrophysics and cosmology.

Research Associate (also, Director, Center for Advancing Mathematics and Physics) – Ronin Institute
11/2019 - present

- Conduct research pertaining to applied mathematics, elementary particles, dark matter, dark energy, and some aspects of astrophysics and cosmology.
- Serve as (founding) Director, Center for Advancing Mathematics and Physics.
- Provided a Ronin Public Seminar, "Messaging Matters - A checklist to enhance buy-in for your ideas."
- Served as a guest editor for a physics-conference-related special issue of Results in Physics.

Extension Instructor – University of California, Santa Cruz
9/2007 - 11/2008

- Taught Leadership and Innovation, in the Knowledge Services and Enterprise Management graduate certificate program at the Silicon Valley (Moffett Field) campus.

Executive Vice President -- Beyond Insight Corporation (and previously Enter Net Development Corporation and C-Innovations)
Cumulatively, 7/1998 - 1/2001

The companies sought to fund and incubate startups and to provide coaching and consulting services to startups and other clients.

- Coached businesses and executives to help them define strategies and achieve business, product, marketing, organizational, work, and interpersonal success.
- For a U.S. political-party National Committee, proposed the concept leading to the Committee's forming a Grassroots Division and related programs.
- For Fujitsu, created a technology roadmap.
- For a startup, provided marketing advice.

- For the venture-fund function, evaluated potential investments, wrote business plans for startups, and sought sources of funding.
- Served on the Board of Directors, Technology Network.

Senior Principal Consultant -- Oracle Corporation
7/1997 - 8/1998

This company provided business administration software, database software, and related services.

- Consulted for Oracle customers regarding organizational development and change management during the installation of enterprise-resources-planning and data-warehouse systems.

Consultant, Author, and Speaker
1/1993 - 7/1997

- Consulted on product positioning for a software start-up.
- Consulted on marketing for an Internet consortium.
- Wrote a book, *Information Proficiency: Your Key to the Information Age*, published by Van Nostrand Reinhold (later acquired by John Wiley & Sons).
- Served on the advisory board to the State of California's Chief Information Officer.

Professorial Lecturer -- George Washington University
4/1993 - 8/1993

- Taught Information Resources and Security Management, in the Executive Master in Information Systems Program.

Commissioner, Information Resources Management Service -- U. S. General Services Administration
10/1989 - 1/1993

GSA, a United States federal government agency, sold $10 billion per year of services to organizations throughout the government and performed a portion of the chief information officer function for the Executive Branch. The job included several roles.

- Served as co-chief information officer for the U.S. federal government's Executive Branch.
    - Co-chaired the Federal Information Resources Management Policy Council.
    - Led and streamlined $20 billion per year of computing and telecommunications procurements.
    - Proposed and fostered two of the procurement-streamlining reforms, the Government-Wide Acquisition Contract and the IDIQ Multiple Award Contract.
    - Provided the welcoming speech for an annual meeting of nations' information-resources leaders. Provided a presentation abroad at the next annual meeting.

- Led a $1 billion business unit that provided telecommunications, systems integration, information security, computing, and procurement services to federal agencies.
    - Created, took over, outsourced, and stopped lines of business.
    - Enhanced marketing.
    - Met profit goals.

- Served as GSA's chief information officer.
    - Chaired GSA's Executive Steering Committee for Information Resources Management.
    - Integrated systems planning into enterprise planning.
    - Sponsored building of on-line product catalogs.

- Oversaw programs that served the American public and that improved governmental operations.
  - Oversaw programs that provided information services to the public.
  - Catalyzed public and government-wide teamwork that spotlighted for the U.S. national agenda the topic of improving governmental service to the public. Subsequently, some federal initiatives were associated with the term "reinventing government."
  - Sponsored public-governmental teamwork that enhanced governmental services, management education for information technologists, federal technology infrastructure, and technology for workers with disabilities.
  - Modernized and cut the costs of federal-government telecommunications.

- Participated regarding various committees.
  - Served on the Office of Science and Technology Policy's Joint Telecommunications Resources Board, a working group of the President's Council on Competitiveness, the Department of Defense's Military Communications Electronics Board, the Department of Commerce's Inter-agency Council for Federal Laboratory Technology Transfer, and GSA's Quality Council.
  - Attended regularly meetings of one the Federal Coordinating Council for Science, Engineering and Technology's committees and of GSA's Business Advisory Board.

- Performed other leadership functions.
  - Led 2,100 employees achieving annual savings of $1.4 billion.
  - Developed IRMS's strategic plan, annual plans, and a mission statement capturing the essence of the Information Age for business and government.
  - Upgraded IRMS's marketing.
  - Oversaw revitalization of 2 poorly performing business units.
  - Streamlined financial management processes.
  - Banned in-office smoking.
  - Eased restrictions on personal use during emergencies of federal-government telephones.
  - Instituted quality management.
  - Instituted a program to meet with computing and telecommunications industry CEOs.
  - Served as Vice-Chair for the GSA Combined Federal Campaign for a year in which the GSA campaign raised record charitable contributions.
  - Represented the President's administration in Congressional hearings.
  - Provided speeches and press interviews.

Office Technology Project Coordinator -- Pacific Gas and Electric Company
8/1982 - 10/1989

This 27,000-person energy generation, transmission, and distribution company provided energy and conservation services for much of Northern California.

- Led the corporate staff function overseeing and guiding most use of computing, other than mainframe-based systems and real-time operations-control systems.
  - Achieved $100 million in recurring annual corporate benefits (a savings equal to approximately 1.5% of corporate annual revenue), based on acquiring and deploying $20 million of personal computers, workstations, mini-supercomputers, software, and networks during three-and-one-half years.
  - Fostered a companywide culture change – enhanced innovation, teamwork, sharing, and learning.
  - Developed a corporate-internal marketing program for the Office Technology Project.
  - Saved $10 million by negotiating pay-once, enterprise-wide licenses to reproduce and use software.

- Obtained news coverage and established the "enterprise license" or "corporate license" business practice in the world software marketplace.
  - Negotiated 200 contracts to acquire computing and telecommunications products and services.
  - Provided a presentation for all corporate officers (and knew all but one officer before the presentation).
  - Gained autonomy to perform functions normally limited to public-relations staff and to corporate lawyers.
  - Received maximum corporate performance award.

- Performed various corporate outreach functions.
  - Marketed PG&E by providing interviews leading to more than 15 news media articles.
  - Provided presentations to public audiences.
  - Organized and led a workshop for the Pacific Coast Electric Association and Pacific Coast Gas Association.
  - Proposed and arranged a speaking engagement for the Vice Chairman.
  - Arranged a meeting with the Chairman of Intel for the Chief Economist.
  - Proposed a meeting with a former member of the President's Council of Economic Advisers for senior PG&E officers. (A corporate officer made the arrangements.)
  - Advised the World Affairs Council of Northern California on the selection of company to upgrade the Council's computing.
  - Served on the Computer Systems Technical Advisory Committee, U.S. Department of Commerce Bureau of Export Administration.

Software Manager -- Friends Amis
3/1981 - 4/1982

This startup developed the hardware and systems software for one of the world's first hand-held computers.

- Led completion of the operating system and development of operations manuals for a hand-held computer (the Panasonic HHC). (Matsushita later produced and sold 70,000 HHCs.)

Vice President -- Berkeley Technical Associates
10/1978 - 2/1981

This two-person company performed consulting and information-systems development functions for its clients.

- Doubled corporate revenue for two consecutive years.
- Obtained and completed engagements in crime lab management, health services, construction project management, computing to support research in agricultural "integrated pest management," and the design of software-development tools and document-image libraries.
- For the Contra Costa County (California) Criminalistics Laboratory, designed and built a caseload management system. The lab director stated that the system supported all needed functions and was superior to the other two existing crime-lab management systems (U.S. Federal Bureau of Investigation and the State of New York). The lab had not provided a specification or a written request for proposal. The deliverable featured an apparently flawless 100,000-line software application, built with 150 lines per person-hour productivity based on innovative development techniques. The system was designed to interface with a blood-alcohol analyzer.
- For the State of California Department of Health Services, built the applications software for the State's first computerized system for administering the screening of newborns for genetic diseases.
- For a company planning to provide systems to store and present images of documents, designed a software system for administrators to use to specify and link user interfaces and databases.

Senior Scientist; then, Vice President, Operations -- Insurance Technology Company, a Teknekron company
8/1976 - 11/1978

Teknekron was a consulting, technology development, and systems integration company.

- Developed a computer system and technology-pioneering document-image library through which the State of Washington's workers compensation insurance claims adjudication unit cut average claim-processing time from 8 weeks to 2 weeks. Specified and built software through which adjudicators worked with claims data, specified images to view, and sent work-scheduling notes to each other. Trained some adjudicators for about a half-hour. Adjudicators trained their peers. Helped develop tools to develop such software. Oversaw completion and installation of image-library hardware.
- Managed corporate operations and finances for ITC, a 20-person consulting and high-technology company.

Physicist and Consultant -- Lawrence Livermore (National) Laboratory
10/1972 - 1/1977, not continuously

This laboratory provided science and engineering advances for defense and energy applications.

- Developed software to simulate physical systems.
- Co-authored a report announcing and analyzing the observation of neutrons produced by a controlled-fusion experiment.

Extension Instructor -- University of California, Berkeley
9/1974 - 9/1975

- Taught introductory physics, including laboratory.
- Also (later), later, piloted a workshop in accelerating innovation.

Technical Consultant -- Information Systems Design
8/1973 - 12/1973

This company provided computer timesharing services.

- Performed customer-service functions.

Physicist -- Controlled Fusion, Inc.
6/1971 - 10/1972

This startup sought to do proof-of-concept work for an approach to generating energy via controlled fusion.

- Raised venture capital that supported this company for one year. (Later learned that the amount raised exceeded 0.5% of United States venture capital for 1972.)

Physicist -- Lawrence Radiation Laboratory (Livermore)
6/1968 - 9/1968, 6-1969 - 8/1969, 6-1970 - 9-1970

This laboratory provided science and engineering advances for defense and energy applications.

- Did theoretical research, including work leading to doctoral thesis.
- Proposed and developed LRL(L)'s first interactive multi-participant computerized game, thereby pioneering concepts used in future simulations.

Member of the Professional Staff -- TRW Systems Group
8/1969 - 10/1969

This company provided aerospace systems and services.

- Evaluated software to monitor efficiency of computer programs. Partly corrected a cartography computer program.

Student Engineer; then, Member of the Technical Staff: Mathematician -- Hughes Aircraft Company
6/1964 - 9/1964, 6-1965 - 9/1965, 6/1967 - 9/1967

This company provided aerospace systems and services.

- Developed software for designing and simulating airborne computers and for implementing a new type of airborne radar.
- Advised regarding the design of a planned airborne computer.

Summer Student Trainee -- AC Electronics Division, General Motors
6/1966 - 9/1966

This organization performed scientific and engineering research.

- Developed software for simulating spacecraft atmospheric re-entry flight.

(Computer programing) -- Douglas Aircraft
6/1963 - 9/1963

This company built commercial airliners and other aerospace systems.

- Developed administrative software for, for example, payroll.

Mathematics tutor
6/1962 - 6/1963, not continuously

- Provided tutoring in algebra and geometry.

CIVIC CONTRIBUTIONS

Ideation -- Originated key concepts for (and used by other people to create) …
- The Palos Verdes Estates (California) Shoreline Preserve.
- Rotary International's Donations-in-Kind Information Network
- The Silicon Valley Innovation Institute's Innovation Society.
- The name "Bill and Jean LANE" for a path in the Town of Portola Valley, California, USA.

Current Affiliation --
- The Associates of the California Institute of Technology (life member).
  - President's Circle - 2015 - 2016.
  - Sponsor for a named Summer Undergraduate Research Fellowship - 2015, 2017.
    - Previous SURF donation - 1989 ([link](#))

Mentorship Affiliation --
- University of California, Davis - Child Family Institute for Innovation and Entrepreneurship
  - Silver Supporter - 2015 - 2016.
  - Bronze Sponsor - Big Bang! Business Competition - 2015 - 2016.

Other –
- GILE Journal of Skills Development
  - External Observer - 2024 - ([link](#))

Prior Boards --
- Board of Advisors, Goldman School of Public Policy, University of California, Berkeley.
- Board of Trustees, Committee for Economic Development.
- Wilson Council, Woodrow Wilson International Center for Scholars (the Wilson Center is a part of the Smithsonian Institution).
- California Information Technology Commission, State of California.
- Advisory Board, Telecommunications Management and Policy program, School of Business and Management, University of San Francisco.
- Advisory Board, Silicon Valley Innovation Institute.
- Board of Advisors, California Trade Education Center.
- Corporate Relations Committee, World Affairs Council of Northern California.
- Board of Directors, Piedmont (California) Swim Club.
- Board of Directors, Watergate East, Inc. (a Washington, D.C. residential cooperative).

Work for a Presidential campaign --
- County co-chairman, public speaker (8 speeches), county speakers bureau creator and leader (arranged for 40 speeches), member of national task forces on Energy and on Innovation and Entrepreneurship, dinner co-chairman, county representative at regional events, and alternate delegate at the candidate's party's National Convention.

Donation to the Computer History Museum --
- The Thomas J. Buckholtz, Raymond DeSaussure, and George Michael Computer Manual Collection. ([artifact details [catalog]](#))

Donation to the Portola Valley Town Center Project. ([link to a publication that includes [on page 16] list of donors](#))

RECOGNITION

- First Place award, physical sciences, junior high school division, Southern California Science Fair.
- Honors at entrance, California Institute of Technology.
- Tau Beta Pi, California Institute of Technology.
- National Science Foundation Graduate Fellowship.
- California State Senate recognition for leadership, commitment to education, and community service.

- Profiled in *Who's Who in America* (2002-2004, 2009, 2013-2016), *Who's Who in the World* (2001-2002, 2004, 2007), *Who's Who in Science and Engineering* (1992-1993, 2000-2009), and *Who's Who in Finance and Industry* (2002-2003).
- Albert Nelson Marquis Lifetime Achievement Award (Marquis *Who's Who*). (link, additional information)

SPEECHES and PUBLICATIONS (summary)

Keynote speeches for (for example) --
- 9th International Forum on Technology Management.
- 11th IEEE-USA Biennial Careers Conference.
- An Armed Forces Communications and Electronics Association convention.
- Two physics conferences (2022).

Presentations for (for example) --
- Business Marketing Association.
- Commonwealth Club of California.
- Joint Venture Silicon Valley Network.
- Keizai Doyukai (Japan Association of Corporate Executives).
- Rotary, Kiwanis, and Lions clubs.
- World Affairs Council of Northern California.

More than 100 publications and published interviews --
- Author of material published in *BusinessWeek*, *CIO*, *Computerworld*, *Government Technology*, *InformationWeek*, and scientific journals.
- Pictured in *Computerworld*, *InfoWorld*, and *San Jose Mercury News*.

Television program --
- Co-producer and co-host for 200 half-hour *Issues Today* shows. The program was a Silicon Valley interview-format show. Guests included not-for-profit leaders and clients, government officials, candidates for public office, entrepreneurs, venture capitalists, business consultants, educators, and students.

PUBLICATIONS and PUBLISHED INTERVIEWS

This section lists the following types of items.
- Articles authored or co-authored by Thomas J. Buckholtz.
- Books and a chapter authored by …
- Articles by journalists, based at least partly on interviews of ...
- Recorded interviews, speeches, or panel discussions featuring …
- Third-party summaries of speeches by ...
- Press releases, by governments and a political entity, mentioning ...
- United States government regulations, bulletins, and reports having as the issuing official ...
- Document-issuing conferences chaired or co-chaired by ...
- Instances of Congressional testimony by ...
- Published letters to the editor written by ...
- Who's Who biographies of ...
- An oral history, provided in part by …
- Published comments, included in or shaping reports, by ...
- Other articles about … (indexed by a letter, possibly followed by a number)

This document groups related items. Readers are encouraged to suggest additions and corrections. Readers are encouraged to suggest additional links and to point out links that no longer pertain.

1966 - 1981
Mathematics, Science, Engineering, Computer Science,
Three New Information Technologies,
Public Policy

A. "Winners Announced in Student Science Fairs," Los Angeles Times, April 24, 1960, page G13. (link to article)
- The name of the project was "Effects of Temperature and Concentration on the Electrical Conductivity of Chloride Salt Solutions." The project received the first place award, junior division (grades 7, 8, and 9) physical sciences, Southern California Science Fair, 1960.)
- Also covered in "T. Buckholtz Top Science Award Winner," Palos Verdes News, May 19, 1960, page two. (link to article)

1. "Interplanetary Guidance System Requirements Study, Volume II, Computer Program Descriptions, Part 6, Nominal Atmospheric Entry Trajectories, Version II," AC Electronics Division, General Motors, El Segundo, California, 1966. Developed for NASA. (document (Part 7) that includes reference [13] to Part 6)

2. "Computation of Tangent, Euler, and Bernoulli Numbers" and "Tables of Tangent, Euler and Bernoulli Numbers," Donald E. Knuth and Thomas J. Buckholtz, *Mathematics of Computation*, Volume 21, Number 100, pages 663, 688, October 1967. (DOI: 10.1090/S0025-5718-1967-0221735-9) (link to open access PDF, article; images of article pages; article; volume)
   2.1. "Tables of Tangent, Euler and Bernoulli Numbers," Donald E. Knuth and Thomas J. Buckholtz, *Mathematics of Computation*, Volume 21, Number 100, reviewed on pages 731-732, October 1967.
   2.2. The "Computation …" paper is republished in Donald E. Knuth, *Selected Papers on Design of Algorithms*, CSLI Lecture Notes Number 191, CSLI Publications, Center for the Study of Language and Information, Stanford University, 2010, pages 359-372. (table of contents)

B. Items – mostly regarding tennis – published by entities related to the California Institute of Technology (with * denoting first name misspelled).
   B.1. Big T, 1964, pages 81, 155, and 165 (*). (book)
   B.2. "Redlands Humbles Both Tennis Teams," California Tech, LXVI, 18, February 18, 1965, page 7. (article)
   B.3. Big T, 1965, pages 45, 90, 102. (book)
   B.4. "Racquetmen Work Hard to Prepare, Start Soon," California Tech, LVII, 16, February 3, 1966, page 9. (article)
   B.5. "Snake, VR, and TBP Frosh Awards Given at Assembly," California Tech, Volume LXVII, 30, May 26, 1966, page 1. (article)
   B.6. "Tennis Teams Lose to UR," California Tech, LVIII, 18, February 16, 1967, page 6. (article)
   B.7. "CIT Netters Routed," California Tech, LXVIII, 19, February 23, 1967, page 6 (*). (article)
   B.8. "CIT Scott Tennis Tournament Set," California Tech, LXVIII, 24, April 13, 1967, page 4. (article)
   B.9. "CIT Hosts UCLA" (sic – The article is about the semi-finals and finals of the 1967 Scott tennis tournament.), California Tech, LXVIII, 29, May 18, 1967, page 5. (article)

3. "Evaluation of Some Fermi-Dirac Integrals," A. Wasserman, T.J. Buckholtz, and H.E. DeWitt, *Journal of Mathematical Physics*, Volume 11, pages 477-482, February 1970. (article)

4. "Statistical Mechanics of Two-Species Plasmas, with Applications to White Dwarf Stars and Metallic Hydrogen," Thomas J. Buckholtz, doctoral dissertation, submitted May 14, 1971, at the University of California, Berkeley. ([bibliographic citation](#), [further information](#), [other information](#))
   4.1. Reprinted as Lawrence Radiation Laboratory, Livermore, report UCRL 51055.

5. "Statistical Mechanics of Dense Plasmas," with H.E. DeWitt, Lawrence Radiation Laboratory, Livermore, report UCRL 74230, 1972.

6. "A Director for Kriegspiel, A Variant of Chess," C.S. Wetherell, T.J. Buckholtz, and K.S. Booth, *The Computer Journal*, Volume 15, No.1, pages 66-70, 1972. (DOI: [10.1093/comjnl/15.1.66](#), [article](#), [info via ResearchGate](#))
   6.1. "A Program to Referee Kriegspiel and Chess," T.J. Buckholtz and C.S. Wetherell, *The Computer Journal*, Volume 18, pages 177-183, 1975. (DOI: [10.1093/comjnl/18.2.177](#), [info via ResearchGate](#))
   6.2. "An Interview with Charles Wetherell and Tom Buckholtz (September 14, 1999)," interview reported by George Michael as part of "An Oral and Pictorial History of Large Scale Scientific Computing As It Occurred at Lawrence Livermore National Laboratory," posted to the web in 2001 at http://www.nersc.gov/~deboni/Computer.history/Buckholtz.html and posted in 2003 at http://www.computer-history.info/Buckholtz.html . ([interview transcript](#))

7. "A New Nodal Expansion for Classical Plasmas," Thomas J. Buckholtz, *Annals of Physics*, Volume 86, Issue 2, pages 197-232, 1974. ([article](#) or [article](#))
   7.1. Also produced as Lawrence Livermore Laboratory, report UCRL 74551.

8. "Physics Department High Yield Explosive Design Studies (U)," with G. Bing and others, Lawrence Livermore National Laboratory, report UCID 16888, 1974.

9. "Techniques for Evaluating Fourier Integrals," Lawrence Livermore National Laboratory, UCRL 77013, 1975.

10. "Simulation Of Neutron-producing Plasma Focus Targets," T. J. Buckholtz, H.L. Sahlin, and R.H. White, Lawrence Livermore National Laboratory, report UCRL 77707, 1976. ([paper referencing this report as reference [6]](#))
    - Findings presented by Thomas J. Buckholtz as part of session 2D9 Fusion Microexplosions Driven by a Dense Plasma Focus (for which the speakers listed in the conference program are H. Sahlin and R. White) at 1976 IEEE International Conference on Plasma Science, Austin, Texas, May 24-26, 1976.

11. "High Gain Thin Shell Fusion Microexplosions," with J. Brandenburg and H. Sahlin, Lawrence Livermore National Laboratory, report 79181-abstract.

12. "Large-Scale Real-Time Document Distribution," Thomas J. Buckholtz, *3rd USA-JAPAN Computer Conference Proceedings*, AFIPS and IPSJ, 1978. ([article - better images](#), [article - better text](#), [catalog page for a Computer History Museum physical copy](#))

13. "Statement of Thomas J. Buckholtz, Director, Corporate Systems, Teknekron, Inc., Berkeley, Calif. - Policy Issues Regarding the Computer Industry," *2nd Session on Governmental Policy and Innovation in the Semiconductor and Computer Industries, Industrial Technology, Hearing before the Committee on Commerce, Science, and Transportation, U.S. Senate, October 30, 1978*, Serial No. 95-138, pages 73-74, U.S. Government Printing Office, Washington 1978.

14. (Various Panasonic HHC (hand held computer) manuals written by Friends-Amis's software group led by Thomas J. Buckholtz. Likely including, for example, …)
    14.1. "Microsoft basic volume 1: Tutorial programming guide for the hhc," Friends-Amis, 1981 ([catalog page for a Computer History Museum physical copy](#))

C. "Goats Do Job Clearing Land Hard to Tame," *New York Times*, November 15, 1981, Late City Final Edition, Section 1, page 66. (article preview and link to article)

1983 - 1987

Innovation, Information Technology, Personal Computing,
Corporate Software License

15. Articles from Pacific Gas and Electric Company newsletters not produced by the Office Technology Project staff.
    15.1. "PG&Eers begin to work with Personal Computers," no author stated, *PG&E Life*, pages 17-19, May 1983.
    15.2. "Look How Far We've Come with Office Technology," no author stated, Pacific Gas and Electric Company internal newsletter, page 6, September 1986.
       - Summarizes the status of the Office Technology Project and includes the statement "Company organizations have estimated they save more than $100 million a year."

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1989 - 1993

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1993 - 2021
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82. "By recreating an innovative environment, group seeks to regain patent library feel," interview reported in an article by Timothy Roberts, *Silicon Valley / San Jose Business Journal*, April 13, 2007, pages 3 and 48. ([article](#))

83. "Lisacast with Guest Thomas J. Buckholtz, PhD," BlogTalkRadio interview by Lisa Padilla, June 2007. ([interview](#))

84. *Innovate Incisively: Gain Impact. Save Time.*, Thomas J. Buckholtz, Portola Valley, California, 2007 (ISBN 978-0-9722711-5-8; United States Library of Congress Registration July 2007). ([book](#))

85. "Feedback on the Discussion Paper," one of many contributors (regarding "Succeeding through Service Innovation: a service perspective for education, research, business, and government"), Cambridge University, April 25, 2008. ([feedback document](#))
   - Final document - *Succeeding through Service Innovation: a service perspective for education, research, business, and government*, May 1, 2008. ([document](#))

86. "From Outrage to Outcomes: "Let's produce pivotal progress?"", LectureMaker, August 2009. (video)

87. "Interviewed for TV participants in Monta Vista High School DECA," Monta Vista High School DECA. June 23, 2010. (link to blog; blog)

88. Metrics That Matter: Measuring and Improving the Value of Service, in H. Demirkan et al. (eds.), *Service Systems Implementation*, Service Science: Research and Innovations in the Service Economy, DOI 10.1007/978-1-4419-7904-9_13, Springer Science+Business Media, LLC, 2011, pp. 211-221. (book) (part of the text, via Google books)

89. *Create Crucial Insight: Use Direct Outcomes checklists. Think well. Do great.*, Direct Outcomes publication 4.1.001, Thomas J. Buckholtz, T. J. Buckholtz & Associates, Portola Valley, California, 2011 (LCCN 2011917403). (book)

90. "From Great Potential … To Not-So-Great Effects. What are we missing? What can we do about it?", Future Salon, March 1, 2012. (video - see approximately 26:30 to 38:23)

91. "Innovation in American Politics," Silicon Valley Innovation Institute, March 7, 2012. (panel discussion)

92. "Innovation Management" section (pp. 78-80) in R. Englund and A. Bucero, *The Complete Project Manager: Integrating People, Organizational, and Technical Skills*, Management Concepts Press, Tysons Corner, Virginia, USA, 2012. (section)

93. "Toolset: Monitoring and Controlling Project Work Using a Work-style Metric," section (pages 79-81) in R. Englund and A. Bucero, *The Complete Project Manager's Toolkit*, Management Concepts Press, Tysons Corner, Virginia, USA, 2012.

94. "Being an example," in Jon Harvey, *Inspirational Leadership*, July 21, 2012. (section) (compendium)

95. "Shedding Light on Dark Matter and Dark Energy and More," NextNow, July 18 and 27, 2013. (video from July 27, 2013)

96. "Think better. Innovate. Do better.", LifeCareerBusinessCoach.com Visions of Success (Fred Simkovsky), August 30, 2013. (interview)

97. Interview regarding innovation, Critical Mass for Business (Richard Franzi), February 27, 2014. (interview)

98. Responses to "5 Big Questions on Innovation," Thomas J. Buckholtz, BPI Network, 2014. (responses)

99. Interview during a 40th anniversary celebration of TCP/IP (Greg Berkin), May 10, 2014. (interview) (event)

100. "Where do you stand with your clients? Measure and improve the value of HR/OD services," Syntax for Change 2014 HRD/OD Web Conference, May 14, 2014. (summary)

101. Interview regarding innovation, Future Talk TV (Marty Wasserman), August 2014. (interview) (series)

102. "Help Whomever Buy Into Your Whatever," Caltech Alumni Entrepreneurship Group, February 4, 2016. (slides)

103. Untitled item ("As a math major …") in "In honor of Caltech's 125th, we asked alumni: *What's your favorite Caltech story, personal or historical?* Here are just a few of those memories.", *e&s (Engineering & Science)*, Volume LXXIX, Number 3, Fall 2016, California Institute of Technology, page 32. (page and statement) (e&s)

104. Untitled item (review or endorsement) in and for Ronald E. Peterson, *An Introvert Learns to Fly: A Memoir of Timidity, Panic, Science, Leadership, and Love*, PTB Books, June 30, 2018. (statement (editorial reviews), statement)

105. Untitled item ("Commissioner in the United States …") in "Endnotes: Unexpected Jobs," *Caltech magazine*, Volume LXXXII, Number 3, Fall 2019, California Institute of Technology, online version (which extends pages 40 and 41 of the print version). (online version) (Caltech matters)

106. "Interview with an Independent Scholar," David Randall, National Association of Scholars, February 15, 2020. (article)

107. Untitled item in "Endnotes: What Will Caltech Accomplish in the Next 100 Years?", *Caltech magazine*, Volume LXXXIII, Number 1, Spring 2020, California Institute of Technology, online version (which extends pages 40 and 41 in the print version). (online version)

108. "Messaging Matters: A Checklist to Enhance Buy-in for Your Ideas," seminar via the Ronin Institute, October 23, 2020. (recording of the introduction and main part of the seminar, announcement - October 7, 2020, introductory video, seminar main-segment video)

2022 -
Direct Outcomes Thinking Tools, Systems Thinking, Skills Development
General Physics, Elementary Particles, Astrophysics, Cosmology

109. Buckholtz, T. J., & Donald, W. E. (2022). Direct Outcomes and Win-Win Relationships Between University Careers Advisors and Graduate Recruiters. *GiLE Journal of Skills Development*, *2*(1), 9–25. (https://doi.org/10.52398/gjsd.2022.v2.i1.pp9-25) (ISSN: 2732-3781)
    - Recognition as one of "Top 3 Cited Papers in 2023" – GILE Journal of Skills Development. (post)

110. Mention in "Moving on – Draft Gio Wiederhold, 30 October 2022," (Gio Wiederhold), October 30, 2022, page 59. (link to obituary) (link to document)

111. "Properties of elementary particles, dark matter, and dark energy," Thomas J. Buckholtz, *Qeous*, Qeios Ltd, November 16, 2023. (DOI: 10.32388/DVGINE.3). (paper and open-access comments)
    - These items discuss work leading to item 111.
    111.1. "Abstract: J8.00008 : Dark Matter Bosons and Fermions" in *Bulletin of the American Physical Society, APS April Meeting 2013, Volume 58, Number 4*. (abstract)
    111.2. "Theory of Almost Everything", Frank Ling (interviewer) and Thomas J. Buckholtz (interviewee), *Groks Science Radio Show and Podcast*, August 14, 2013. (link to Groks Science, link to podcast, link to audio)
    111.3. "Predict particles beyond the standard model; then, narrow gaps between physics theory and data," Thomas J. Buckholtz, *Proceedings of the 9th Conference on Nuclear and Particle Physics* (19-23 Oct. 2015 Luxor-Aswan, Egypt), May 2016. (conference, proceedings, table of contents, paper)

111.4. *Models for Physics of the Very Small and Very Large*, Thomas J. Buckholtz, Atlantis Studies in Mathematics for Engineering and Science, Volume 14, Atlantis Press (and Springer), May 2016. (DOI 10.2991/978-94-6239-166-6; hardcover ISBN 978-94-6239-165-9; eBook ISBN 978-94-6239-166-6; [information on a Springer webpage](); [information on an Amazon.com webpage]())
- This magazine article lists item 111.4.
    - 111.4.1 "New books," *Physics Today*, volume 69, 12, page 60 (2016). (article: DOI: 10.1063/PT.3.3403; section within article: Computers and computational physics). ([article]())
- This video provides a summary of some aspects of item 111.4.
    - 111.4.2 "Beyond the 2015 Standard Model: Specific possible elementary particles, plus phenomena they might explain," Thomas J. Buckholtz. ([video]())
- These documents provide overview material regarding item 111.4.
    - 111.4.3 "Some Physics Highlights from … *Models for Physics of the Very Small and Very Large*, Thomas J. Buckholtz. ([posting an Academia.edu](); [posting on Research Gate]())
    - 111.4.4 "An Introduction to … *Models for Physics of the Very Small and Very Large*," Thomas J. Buckholtz. ([posting on Academia.edu](); [posting on Research Gate]())

111.5. "Abstract: S1.00008 : Beyond the 2015 Standard Model: Specific possible elementary particles, plus phenomena they might explain," Thomas J. Buckholtz, *Bulletin of the American Physical Society*, Volume 61, Number 17, 2016 Annual Meeting of the Far West Section. ([abstract]())

111.6. "Unified Physics including Dark Matter and Dark Energy," *Dark Matter, Dark Energy, Dark Gravity*, February 11, 2018. ([link]())

111.7. "Abstract: Z15:00005 : A Description of Dark Matter and an Explanation for Five or Six Observed Ratios of Dark Matter Effects to Ordinary Matter Effects," Thomas J. Buckholtz, *Bulletin of the American Physical Society*, Volume 64, Number 3, 2019 Annual April Meeting. ([abstract, plus presentation slides]())

111.8. "Predictions for Elementary Particles and Explanations for Data About Dark Matter, Dark Energy, and Galaxy Formation," Vixra Review A, September 2, 2019. ([posting and discussion]())

111.9. "Abstract: H02.00009 : Explanations for data about dark matter, dark energy, and galaxy formation," Thomas J. Buckholtz, *Bulletin of the American Physical Society*, Volume 64, Number 17, 2019 Annual Meeting of the APS Far West Section. ([abstract](), [link to video of the talk - November 2, 2019]())

111.10. "It's Elementary!", Frank Ling (interviewer) and Thomas J. Buckholtz (interviewee), *Groks Science Radio Show and Postcast*, February 12, 2020. ([link to Groks Science](), [link to podcast](), [link to audio]())

111.11. "New Thoughts, Suggestions, and Results about the Mysterious World of Elementary Particles, Dark Matter, and Dark Energy," Thomas J. Buckholtz, keynote presentation, 12th Conference on Nuclear and Particle Physics, Egyptian Nuclear Physics Association (ENPA), Cairo, Egypt. (U.S. Library of Congress copyright TXu 2-311-261). ([abstract](), [conference proceedings paper](), [video used as the monolog portion of conference keynote presentation](), [conference](), [conference proceedings](), [conference proceedings table of contents]())

111.12. "New Thoughts, Suggestions, and Results about the Mysterious World of Elementary Particles, Dark Matter, and Dark Energy," Thomas J. Buckholtz, keynote presentation, International Conference on Physics and its Applications, San Francisco, California, USA (July 18-21, 2022). ([conference](), [conference program](), [abstract book {pages 6-7}](), [video of presentation]())
- Video draft "New Thoughts, Suggestions, and Results about the Mysterious World of Elementary Particles, Dark Matter, and Dark Energy" for a conference keynote presentation. Video draft May 2, 2022. ([video]())

111.13. ”Elementary Particles, Dark Matter, Dark Energy, And Properties Of Objects: Specifications That Associate With Data,” Thomas J. Buckholtz, keynote presentation, 2nd International Conference on Physics and its Applications, Los Angeles, California, USA (July 17-20, 2023). Presented July 17, 2023. ([conference](#), [conference program](#), [abstract book {page 2}](#), [video of presentation](#))
- Video draft “Elementary Particles, Dark Matter, Dark Energy, and Properties of Objects - A presentation” for a conference keynote presentation. Video draft June 11, 2023. ([video](#))

111.14. “Properties of elementary particles, dark matter, and dark energy,” Thomas J. Buckholtz, August 27, 2023. (Preprint; DOI: 10.32388/DVGINE.2; U.S. Library of Congress copyright TXu 2-389-061). ([posting on Academia.edu](#), [posting on Qeios](#), [posting on Research Gate](#), [posting on viXra](#))

112. “Characterizations That Help Explain Particle and Cosmic Data,” Thomas J. Buckholtz, *Qeous*, Qeios Ltd, February 28, 2024. (DOI: 10.32388/5BNWLO.2). ([preprint and open-access comments](#))

113. “Abstract: E00.00017 : Elementary particles, dark matter, dark energy, and observable properties," in *Bulletin of the American Physical Society, APS April Meeting 2024, Volume __, Number _*. ([abstract](#))
113.1. Video “Elementary particles, dark matter, dark energy, and observable properties.” Video posted March 12, 2024. ([video](#))

PRESENTATIONS - Topics

Innovation

- Catalyzing Innovation
- Innovation and Innovation Management:
- Creating Human Environments that Stimulate Innovation
- Grassroots Innovation: One Pebble Creates a Ripple
- Interdisciplinary Innovation
- Creativity
- Private-sector Innovation Catalyzed by the American Federal Government
- Innovation and Productivity - Making a difference in today's (and tomorrow's) economy
- How Procurement Drives Innovation
- Business and Innovation
- Creativity in Business
- Innovation in American Politics ([link to third-party blog](#))

Business

- Business Survival Strategies in the Global Information Age
- Entrepreneurism in the Global Market
- A Roadmap for Catalyzing Innovation and Business Growth
- The Art and Science of Building Key Coalitions
- Seldom-Stated Secrets of Successful Startups
- Opportunities and challenges for information-technology enterprises

Businesses, Customers, Sales, and Marketing

- Catalyze Sales
- How to Improve Sales

- A Roadmap for Improving Business Service
- Six Types of Service – How Do Clients Value Your Work?
- Talk to Us, Please! Help Your Customers Buy Your Products
- Resonate with Your Customers: Tailoring Messages for Real People
- How Products, Services, Marketing, People, Information, and Technology Impart Value
- Help Whomever Buy Into Your Whatever (slides [possibly limited access])
- Messaging Matters: A Checklist to Enhance Buy-in for Your Ideas (video)
- What does your customer really need? – Tools you can use to shape your products, services, and marketing. (presentation, starting at 2:10)

Business Operations

- The High Performance Enterprise
- High-Tech Management and Leadership
- Impacting Vendor Practices – Experience and Advice
- Gain Impact. Save Time. – For Your customers, Company, and Colleagues
- Reposition the Human Resources Function
- The Win-Win CIO: Building Strategic Relations throughout the Enterprise
- Measuring the Value of IT – A Qualitative Framework for Quantitative Results
- HR – ROI Generator or just another cost center?
- Qualitative Techniques for Measuring and Enhancing Business Performance
- Qualitative Techniques for Targeting and Measuring Quality Improvement
- Measurements for the High Performance Enterprise
- Effective Vendor Management
- Success Stories and Tools for Project Managers
- A Roadmap for Doing the Right Work with Competitively Mature Processes
- Assessment and Assurance Tools - including 'The Role of the CIO'

Public Administration

- An Outsider's View from Inside the Federal Government
- Innovating in the (U.S.) federal government and national politics
- Public Administration and Personnel Management
- Philosophy and Principles of American Public Administration
- Public Policy Definition and Purpose
- American Society and Public Administration
- Public Administration Introduction
- Support the Transformation to Results-Oriented, High-Performing Government

Development of Society

- From Great Potential … To Not-So-Great Effects. What is society missing? What can we do about it?
- Revitalizing America, Business, and Oneself
- Catalyzing an Information Proficient Society
- Let's produce pivotal progress!
- Re-jumpstarting Silicon Valley – Finding the "It" in IT (Information Technology)
- Serving in the Federal Government (An Outsider's View From the Inside) and Re-Energizing Society and the Information Age (An Insider's View from the Outside)
- Direct Outcomes: Improve Governance and Business
- Journalism and Innovation
- Innovation Journalism for Innovative Thinking in Corporate Environments
- Santa Clara University Solar Decathlon Program

Information Age

- A Roadmap for the Digital Economy – Catalyzing Societal, Business, and Personal Innovation and Success
- Understanding and Thriving in the Information Age
- Information Proficiency – Your Key to Future Success in the Information Age
- A Roadmap for Information Age Innovation and Success
- The Information Age (An Insider Speaks Out) And The Federal Government (An Outsider Steps In)
- The New Information Age – The Roles of Knowledge Management, Knowledge Managers, Organization Developers, and Technologists
- The New Information Age – The Roles of Information and Technologists in the Organization of the Future
- Successful Records Management in the Information Age – It Takes Preservation, Access, Authentication, and So Much More
- Providing the Knowledge Management Leadership and Value Your Customers, Colleagues and Career Really Need
- A Roadmap for Wireless & Other Information Age Applications
- Information Technology for Organizations and Emerging Trends ([link to slides](#))
- The Transition of Computer Science Results to Business and Industry ([link to announcement](#))

Learning and Personal Development

- Leadership and Innovation
- Doing the Key Things Well
- Providing Clear and Future Value – For Your Company, Colleagues, and Career
- Enhance Your Services and People's Appreciation of Them
- Techniques for Sustainable Personal, Enterprise, and Societal Growth
- Strategic Proficiency – It's About Time (Your Time) For Truly Successful Customers, Companies, and Careers
- Position Yourself for Your Next Job

Physics: General Physics, Elementary Particles, Astrophysics, Cosmology

- Dark Matter and Dark Energy
- Predict particles beyond the standard model; then, narrow gaps between physics theory and data
- Beyond the 2015 Standard Model: Specific possible elementary particles, plus phenomena they might explain ([abstract](#))
- A Description of Dark Matter and an Explanation for Five or Six Observed Ratios of Dark Matter Effects to Ordinary Matter Effects ([abstract and presentation slides](#))
- Explanations for data about dark matter, dark energy, and galaxy formation ([abstract](#), [video](#))
- The Tiny and the Vast: Predictions about Elementary Particles, Dark Matter, and the Cosmos ([Ronin Institute, 2021](#), [Olympia Academia, 2021](#))
- New Thoughts, Suggestions, and Results about the Mysterious World of Elementary Particles, Dark Matter, and Dark Energy ([2022 EPNA: abstract in "Book of Abstracts"](#), [2022 USG: conference program](#))
- Elementary Particles, Dark Matter, Dark Energy, And Properties Of Objects: Specifications That Associate With Data, physics conference keynote speech, presented July 17, 2023. ([link to video](#), [abstract {page 2}](#))

PRESENTATIONS - Audiences

The following organizations, programs, and events have hosted presentations by Thomas J. Buckholtz.

- 6th Annual Cities of the Future Conference
- 9th International Forum on Technology Management
- American Physical Society (abstract; abstract and presentation slides)
- American Society for Quality, Silicon Valley Section
- Business Marketing Association, Northern California Chapter
- Caltech Alumni Entrepreneurship Group
- Caltech alumni luncheon (in Silicon Valley)
- Catholic Charities (San Jose, California)
- CCC Venture Consulting, Inc., Silicon Valley Investor Relations Conference
- China International Intellectech (Shanghai) Corporation
- Chinese American Real Estate Association
- Commonwealth Club
- Comstock Club
- Continuing the Conversation
- Educational Object Economy Foundation Learning Forum
- Egyptian Nuclear Physics Association
- EMC Leadership & Innovation Speaker Series
- Essential Outcomes
- Future Salon
- Greater San Francisco Bay Area Chapters of the Association of Records Managers and Administrators International
- Hewlett-Packard Company
- IBM
- IEEE Santa Clara Valley Engineering Management Society
- IEEE-USA, 11th Biennial Careers Conference, Utilizing & Retaining Technical Professionals in Today's Marketplace
- Institute of Management Accountants, Silicon Valley Chapter
- Institute of Management Consultants, San Mateo Area Breakfast for Consultants
- InterFrench Silicon Valley (Silicon French)
- International Council for Information Technology in Government Administration {Jerusalem, Israel}
- Joint Venture Silicon Valley Network
- Keizai Doyukai [Japan Association of Corporate Executives] {Tokyo, Japan}
- Kiwanis clubs
- Lions club
- Mission College, Workforce & Economic Development
- National Association for Business Economics, Silicon Valley Roundtable (link)
- National University of Singapore Entrepreneurs' Association
- NextNow
- Olympia Academia (link to 2021 seminar - The Tiny and the Vast: Predictions about Elementary Particles, Dark Matter, and the Cosmos)
- Phi Beta Kappa, Northern California Chapter
- Political groups
- Renaissance Executive Forums
- Ronin Institute for Independent Scholarship (link to 2020 seminar – Messaging Matters: A Checklist to Enhance Buy-in for Your Ideas; link to 2021 seminar - The Tiny and the Vast: Predictions about Elementary Particles, Dark Matter, and the Cosmos)
- Rotary clubs
- San Francisco Bay Area Knowledge Management Roundtable

- San Francisco United States-China Exchange Council
- San Jose State University, International and Extended Studies, International Leadership Programs
- Santa Clara University, Solar Decathlon Program
- Shanghai Research Center for Integrated Circuit Design and International Technological University {Shanghai, China}
- Silicon Valley Chinese Entrepreneurs Association
- Silicon Valley Innovation Institute (link to third-party blog)
- Silicon Valley Startup Entrepreneurs Network
- SofTECH
- Software Development Forum, Marketing Special Interest Group
- Software Marketing 2000
- Stanford Computer Forum, Nineteenth Annual Meeting (link to announcement)
- The Innovation Journalism Fellowship Program at Stanford
- The Institute of Internal Auditors, San Jose (California, USA) Chapter
- The Network of Mexican Institutions for Library Cooperation (Group of Friends) and the University of the Americas-Puebla, Amigos 2002: Cooperation for the Management of Knowledge {Puebla, Mexico}
- The Office of the CIO
- United Scientific Group
- University of California, Berkeley, Goldman School of Public Policy, Executive & International Programs, Innovation Management for Chinese State-Owned Enterprise Leaders program
- University of California, Berkeley, Goldman School of Public Policy, Information Technology and Public Policy class
- University of California, Santa Cruz; High-Tech Management and Leadership
- University of California, Santa Cruz; Knowledge Services and Enterprise Management
- University of San Francisco, School of Business and Management, Executive Education
- VC ~ Private Equity Roundtable
- VC ~ Private Equity Roundtable, Venture Capital Roundtable Virtual Worlds Special Interest Group
- Venture Academy Foundation: Vision Series: Wireless 2010 {Seoul, South Korea}
- WBT Television, VC ~ Private Equity Roundtable, and PATCA; The Business and Technology Forum
- World Affairs Council of Northern California
- World Bank E-Development Services Thematic Group
- World Bank Global Development Learning Network
- Wuhan Service Outsourcing Association and East Lake (Wuhan) High Technology Development Zone

Some presentations have been for the following audiences.

- Provincial and local government officials from China
- Oilfield general managers and other leaders of PetroChina's DaQing Oilfield Company
- Leaders of Beijing (China) governmental enterprises
- Employees of the China National Audit Office

OTHER

Ran the 1970 Palos Verdes Marathon in 3 hours 18 minutes 56 seconds.