THANK YOU AND GOOD EVENING.

(INTRODUCTION STORY)

YOU KNOW, IN FACT, I DO FEEL A LITTLE LIKE A DOPE FOR NOT HAVING VISITED CANCUN BEFORE! ISN'T THIS JUST A GLORIOUS PLACE? I HOPE YOU'RE HAVING A SUPER TIME. MARY AND I CERTAINLY ARE. BUT BEING IN A PLACE LIKE CANCUN REMINDS ME OF A DAIRY FARMER IN SOUTHERN MINNESOTA THAT MY DAUGHTER, MARY, KNOWS. HE RETIRED A FEW YEARS AGO AFTER FORTY YEARS OF HARD, CONTINUOUS LABOR. HE AND HIS WIFE HAD RAISED THREE SONS AND IN ALL THOSE YEARS THEY HAD NEVER TAKEN A VACATION. HE THOUGHT THE LEAST HIS SONS COULD DO WOULD BE TO PAY FOR A WINTER IN FLORIDA FOR HIM AND HIS WIFE. SO HE CALLED THEM TOGETHER AND ASKED THEM TO CHIP IN. THE ELDEST, A SUCCESSFUL LAWYER, SAID, "GEE, DAD, YOU KNOW WE JUST MOVED INTO NEW OFFICES. I JUST DON'T HAVE ANY EXTRA MONEY RIGHT NOW!" THE MIDDLE SON, A DOCTOR, SAID, "DAD, I'D REALLY LIKE TO HELP -- BUT YOU KNOW MAE AND I JUST BOUGHT THAT LAKE PLACE UP NORTH!" THE YOUNGEST SON,
AN ENGINEER, SAID, "DAD, I'D DO ANYTHING FOR YOU, YOU KNOW THAT -- BUT WE'VE JUST BOUGHT A NEW CAR AND WE'RE GOING TO BUILD A POOL IN THE BACKYARD. WE JUST CAN'T AFFORD ANYTHING MORE."

THE OLD MAN LOOKED AT THE THREE BOYS AND SHOOK HIS HEAD. "DO YOU REALIZE," HE SAID, "THAT YOUR MOTHER AND I WERE WORKING SO HARD ALL THESE YEARS THAT WE NEVER EVEN TOOK A VACATION?" THEY SAID "YEAH, WE KNOW." "AND DO YOU KNOW THAT THINGS WE SO TOUGHC BACK THERE IN THE BEGINNING THAT WE NEVER EVEN HAD TIME TO BUY A MARRIAGE LICENSE AND GET PROPERLY MARRIED?" "GOOD GOD," ONE SAID, "DO YOU REALIZE WHAT THAT MAKES US?" HIS FATHER LOOKED AT HIM AND SAID, "YES -- AND DAMN CHEAP ONES AT THAT!"

WELL, I DON'T QUITE HAVE FORTY YEARS IN YET, BUT I DID RECENTLY COMPLETE MY TWENTIETH YEAR AT CONTROL DATA AND AT A TIME LIKE THAT YOU CAN'T HELP BUT ENGAGE IN A LITTLE SERIOUS REFLECTION. AND AS I THINK ABOUT THESE PAST TWENTY YEARS IN CONTROL DATA, I AM OVERWHELMED BY A FEELING OF GOOD FORTUNE -- THE GOOD FORTUNE TO BE A PART OF A GREAT ADVENTURE. AND THAT'S SOMETHING NOT VERY MANY PEOPLE EVER EXPERIENCE -- THE EXCITEMENT AND STIMULATION OF ADVENTURE INTO THE NEW AND UNKNOWN.

TAKE FOR INSTANCE MARCO POLO. HE AND HIS TWO UNCES BROUGHT THE SCENTS AND STORIES OF THE ORIENT TO EUROPE -- IN THE SEVEN-HUNDRED YEARS SINCE HIS REMARKABLE JOURNIES, MILLIONS OF CHILDREN AND ADULTS HAVE READ AND REREAD THE THRILL OF THAT
ADVENTURE. BUT ONLY MARCO POLO AND HIS UNCLE KNEW IT FIRST-HAND. AND CHRISTOPHER COLUMBUS. ONLY SOME 90 SAILORS ACCOMPANIED HIM INTO THE UNKNOWN OF THE WESTERN SEA ON THAT FANTASTIC VOYAGE OF DISCOVERY. AND PERHAPS ONE OF THE MOST INCREDIBLE AND DARING FEATS OF HIGH ADVENTURE OCCURRED IN 1804 WHEN THIRTY-ONE MEN JOINED LEWIS AND CLARK ON THEIR TREK ACROSS THE UNCHARTERED NORTH AMERICAN CONTINENT. HISTORIAN BERNARD DE VOTO DESCRIBED THE EXPEDITION THIS WAY: THEY "SUBSTITUTED KNOWLEDGE FOR DREAMS." AND THAT JUST ABOUT SAYS IT ALL, DOESN'T IT...."TO SUBSTITUTE KNOWLEDGE FOR DREAMS." BUT THERE ARE MANY WAYS TO INCREASE KNOWLEDGE....SO WHAT DISTINGUISHES HIGH ADVENTURE?....IT IS RISK....DEALING WITH THE UNKNOWN AND DARING TO CROSS IT....THAT'S WHAT IT IS.

AND BECAUSE OF CONTROL DATA, I TOO HAVE KNOWN THE THRILL OF HIGH ADVENTURE, A VOYAGE OF WONDER AND DISCOVERY AND ACCOMPLISHMENT Seldom Equalled. The second half of the twentieth century is one of the great watersheds in human history. And 100, 500, 1,000 years from now, people will look back and marvel at Our first faltering explorations into the electronic age.

Many have had the opportunity to catch the tide of this electronic age. Some set out with vast resources -- some set
OUT AND TURNED BACK — BUT NO COMPANY OF PEOPLE EVER
ACCOMPLISHED MORE WITH DARING AND RESOURCEFULNESS AND
INTELLIGENCE THAN CONTROL DATA.

YES, TO KNOW GREAT ADVENTURE IS GOOD FORTUNE ENOUGH...BUT TO DO
SO IN THE COMPANY OF GREAT COMPANIONS IS BEYOND ALL BELIEF.
AND YET THAT IS WHAT I HAVE KNOWN FOR TWENTY YEARS. THERE ARE
NO WORDS TO REALLY DESCRIBE MY FEELINGS. ALL I CAN DO TONIGHT
IS SHARE WITH YOU A FEW STORIES ABOUT SOME OF MY COMPANIONS --
AND SOME THOUGHTS ABOUT CONTROL DATA'S PERSONALITY: WHAT IT
HAS BEEN -- AND WHAT I WANT IT TO CONTINUE TO BE.

YOU KNOW, COMPANIES -- LIKE PEOPLE -- CAN BE DESCRIBED BY
STATISTICS. NUMBER DIMENSIONS. BUT, AS WITH PEOPLE, IT'S
THEIR INDIVIDUAL CHARACTERISTICS WHICH TRULY DISTINGUISH THEM
AND SET THEM APART. AND SO IT IS WITH CONTROL DATA.

THERE ARE FIVE CHARACTERISTICS WHICH MAKE THIS COMPANY UNIQUE.

THE FIRST IS THAT WE RECOGNIZE THAT RISK IS INHERENT TO
ADVENTURE -- TO GREAT ACCOMPLISHMENT OF ANY SORT -- AND IT IS
ESSENTIAL TO BUSINESS.

TAKE FOR EXAMPLE THE CHALLENGE WE'VE FACED IN DESIGNING LARGE
COMPUTERS. WHEN YOU CONSIDER THAT THE COST OF DEVELOPING A NEW
COMPUTER LINE HAS BEEN WELL IN EXCESS OF 100 MILLION DOLLARS, YOU CAN SEE THAT WE WERE LITERALLY BETTING THE COMPANY EVERY FOUR YEARS OR SO ALL THROUGH THE SIXTIES. THE ONLY WAY A SMALL COMPANY LIKE OURS COULD ACQUIRE THE NECESSARY R&D MONEY WAS TO TAKE FIXED PRICE DEVELOPMENT CONTRACTS AND GO FOR BROKE. FORTUNATELY, WE WERE ABLE TO MAKE THE STRATEGY WORK ENOUGH TIMES TO SURVIVE.

BUT THOSE EXPERIENCES HAVE LEFT US SOMETHING EVEN MORE IMPORTANT...A HERITAGE OF DEVELOPMENT...COURAGE...THAT IS PART OF OUR CULTURE...A WILLINGNESS TO TAKE ON LARGE CHALLENGES.

BUT THERE IS ANOTHER KIND OF RISK OR CHANCE THAT WE ALL LIVE WITH. IT IS THERE WITH US -- EACH HOUR OF EACH DAY. ALL OF US, I'M SURE, HAVE WONDERED HOW WE'D REACT IF AN ACCIDENT SUDDENLY ROBBED US OF OUR HEALTH, OUR PAST SUCCESS AND OUR FUTURE. WE DON'T LIKE TO THINK ABOUT IT BUT WHAT WOULD WE DO IF AN ACCIDENT SUDDENLY CHANGED OUR LIVES COMPLETELY?

JEANIE SHACKLETON KNOWS THE ANSWER TO THAT QUESTION. IT WAS SEVEN YEARS AGO IN ACAPULCO WHEN A HIT-AND-RUN DRIVER JUMPED A CURB AND STRUCK HER AS SHE WALKED WITH A FRIEND ON THE SIDEWALK. JEANIE WAS 30 YEARS OLD, ON VACATION FROM HER JOB AS SECRETARY TO, ONE OF OUR VICE PRESIDENTS IN MINNEAPOLIS. AND HER REACTION TO THAT SUDDEN TRAGEDY IS A REMARKABLE STORY.
ACAPULCO DOESN'T HAVE A HOSPITAL. IT SIMPLY DOESN'T HAVE A WAY TO DEAL WITH INJURIES AS SEVERE AS JEANIE'S. WITHIN MOMENTS OF THE ACCIDENT, HOWEVER, A CHAIN OF TELEPHONE CALLS BEGAN WHICH EVENTUALLY REACHED US IN MINNEAPOLIS AND A SURGEON IN A PRIVATE PLANE WAS SENT TO MOVE JEANIE FROM ACAPULCO TO MEXICO CITY.

BUT BY THE TIME THE SURGEON ARRIVED, JEANIE'S RIGHT LEG HAD ALREADY BEEN AMPUTATED BELOW THE KNEE. GANGRENE FORCED DOCTORS IN MEXICO CITY TO AMPUTATE HER LEFT LEG ABOVE THE KNEE. SHE ALSO HAD TWO FRACTURES IN HER RIGHT THIGH BONE, AND A CRUSHED PELVIC BONE.

BUT THAT WAS ONLY THE BEGINNING.

SHORTLY AFTER SHE WAS ABLE TO RETURN HOME SHE BEGAN TO RUN TEMPERATURES AS HIGH AS 105 DEGREES. THE DOCTORS WERE BAFFLED -- UNTIL TESTS FINALLY REVEALED SHE'D CONTRACTED MALARIA FROM THE BLOOD TRANSFUSIONS SHE'D RECEIVED IN MEXICO.

LATER SHE BEGAN HAVING NEW SYMPTOMS: ABDOMINAL PAIN AND NAUSEA. THE REASON: STRESS ULCER. THEN SHE DEVELOPED A KIDNEY INFECTION, AND THEN SERUM HEPATITIS.

BUT FINALLY THINGS BEGAN TO GO BETTER. SHE GOT WELL ENOUGH TO BE FITTED WITH ARTIFICIAL LIMBS. WITH THERAPY SHE STEADILY
IMPROVED AND THEN -- A THERAPIST ACCIDENTALLY DROPPED A WEIGHT AND REFRACTURED HER RIGHT LEG. SHE HAD TO UNDERGO SURGERY ONE MORE TIME -- THE SEVENTH SINCE THE ACCIDENT.

YEARS LATER SHE COULD RECALL THE FRUSTRATION:

"THE BREAK WAS DEVASTATING," SHE SAID. "I WAS SUPPOSED TO BE LEAVING THE HOSPITAL IN A FEW DAYS...IT WAS THE TOUGHEST TIME I HAD TO OVERCOME. BUT, THE THING IS, I'M AN OBSTINATE PERSON. I HAD SAID TO MY DOCTOR: 'I'M GOING TO BE THE BEST PATIENT YOU EVER HAD, AND I'M GOING TO WALK OUT OF THIS HOSPITAL.' AND I MEANT IT."

EIGHT MONTHS LATER, SHE DID. WALKING WAS ABOUT ALL SHE COULD DO THOUGH -- AND WITH CRUTCHES. BUT THAT, TOO, WAS OVERCOME WITH DETERMINATION AND PATIENCE. TODAY SHE WALKS WITH NO ASSISTANCE -- NOT EVEN A CANE. IN FACT, SHE EVEN DANCES. AND SWIMS AS WELL BY USING SPECIALLY DESIGNED ARTIFICIAL LIMBS.

FINALLY, JEANNIE WAS READY TO START WORKING AGAIN. AS SHE WALKED OUT THE DOOR OF HER HOME ON THE FIRST MORNING, IT WAS SNOWING -- AND SHE FELL DOWN THE FRONT STEPS. AS SHE LAY THERE IN THE SNOW, SHE SAYS SHE THOUGHT TO HERSELF, "AM I GOING TO TURN AROUND AND STAY AT HOME THE REST OF MY LIFE, OR AM I GOING TO GO BACK TO WORK?" THAT WAS A BIG DECISION SHE MADE THERE ON THE GROUND THAT DAY.
WHEN JEANIE PICKED HERSELF UP AND WENT TO WORK THAT MORNING SHE WENT ON TO A NEW CAREER AS WELL. TODAY SHE'S THE ADMINISTRATOR OF CONTROL DATA'S ADVANCED CAREER EMPLOYMENT TRAINING PROGRAM, A SPECIAL PROJECT DESIGNED TO TRAIN DISADVANTAGED YOUNG PEOPLE FOR CAREERS IN COMPUTING.

LAST YEAR, MINNESOTA'S GOVERNOR AL QUIE APPOINTED HER TO THE MINNESOTA STATE COUNCIL FOR THE HANDICAPPED AND THIS YEAR SHE BECAME THE COUNCIL'S CHAIRPERSON.

BUT THERE ARE MORE IMPORTANT REWARDS -- INNER REWARDS.

JEANIE SAYS SHE LIKES HERSELF MUCH BETTER NOW THAN SHE DID BEFORE THE ACCIDENT. "I WAS TOO MUCH INVOLVED WITH MY OWN LITTLE WORLD," SHE SAYS. "BUT ONCE YOU'VE GONE THROUGH SOME PAIN AND SUFFERING, YOU HAVE MORE EMPATHY. AND WHEN YOU HELP SOMEBODY ELSE, THERE'S A TREMENDOUS REWARD FOR YOU AS WELL."

WHEN I GO TO WORK EACH DAY ONE OF THE GOOD THINGS I KNOW MAY HAPPEN IS SEEING JEANIE SHACKLETON...ALTHOUGH SINCE I HAD TO MOVE FROM THE 12TH FLOOR, WHERE HER OFFICE WAS NEARBY, THAT'S NOT AS FREQUENT AS IT ONCE WAS.

A GOOD COMPANION? NO, MORE THAN THAT -- INSPIRATION!
BUT RISK COMES IN MANY FLAVORS, AND BEING SWEEPED UP IN THE CHAOS OF POLITICAL TURMOIL IS PART OF THE LOTTERY OF LIFE AS WELL. THERE IS NO MORE CLASSIC EXAMPLE OF MAN'S ABILITY TO BRING DOWN CHAOS UPON HIMSELF THAN THE TRAGEDY IN IRAN. STILL, IN THAT SAD AFFAIR, TOO, THERE IS A CONTROL DATA STORY OF COURAGE AND COMMITMENT AND PERSONAL ACHIEVEMENT.

BUT BEFORE I GET TO THAT STORY, LET ME MENTION THE SECOND BASIC PRECEPT WHICH CHARACTERIZES OUR COMPANY: THE BELIEF IN A LONG-TERM APPROACH TO BUSINESS. UNDERLYING THIS BELIEF IS A COMMITMENT TO ALL THE VARIOUS PEOPLE WHO HAVE A STAKE IN THE COMPANY — EMPLOYEES, STOCKHOLDERS, CUSTOMERS AND COMMUNITIES — AND THE KNOWLEDGE THAT SHORT-TERM EXPEDIENCY IN OUR THINKING WILL UNFAILINGLY SHORT-CHANGE SOME IF NOT ALL OF THESE STAKEHOLDERS.

DEVELOPMENT OF CONTROL DATA'S PRODUCTS AND SERVICES FREQUENTLY INVOLVES A LOT OF EXPERIMENTATION, FALSE STARTS AND DEAD ENDS BEFORE WE FIND THE RIGHT APPROACH. THIS WAS TRUE IN THE DEVELOPMENT OF THE LARGE COMPUTERS I WAS TALKING ABOUT A MOMENT AGO. AND IT IS EQUALLY TRUE IN NEW VENTURES LIKE THE BUSINESS CENTERS, OR THE REALTY SERVICES BUSINESS WHICH WILL BE BUILT USING THE ERA ACQUISITION.
THE BUSINESS CENTERS IN PARTICULAR INVOLVE EXPLORING A LOT OF UNCHARTED TERRITORY. PEOPLE JUST HAVEN'T DONE MUCH OF WHAT WE ARE TRYING TO DO. THERE'S A LOT OF TIME AND MONEY INVOLVED AND AS I LISTEN TO THE PLANS I CAN'T HELP BUT FEEL A SENSE OF PRIDE THAT COMMERCIAL CREDIT HAS A LONG-TERM VIEW AND CAN SEE THE VALUE OF LONG-TERM INVESTMENTS EVEN WHEN THE SHORT-TERM OUTLOOK IS IN SUCH DISARRAY. THAT'S IMPORTANT IN ATTRACTING AND RETAINING GOOD PEOPLE TOO. INNOVATIVE PEOPLE NEED TO FEEL CONFIDENT THAT THEIR COMPANY HAS THE FORTITUDE TO STICK WITH LONG-RANGE PROJECTS EVEN IN TIMES OF GREAT FINANCIAL ADVERSITY.

BUT LET ME GO BACK TO IRAN. IN THE FALL OF 1978, RIOTING HAD BECOME PREVALENT THROUGHOUT THE COUNTRY. REVOLUTION WAS AT HAND. THREE MONTHS BEFORE, A YOUNG ENGINEER NAMED HOMA FIROUZTASH HAD JOINED OUR OPERATION IN IRAN.

WHAT DO YOU DO WHEN EVERY DAY A LITTLE MORE OF YOUR WORLD COLLAPSES? WHAT DO YOU DO WHEN THERE IS NOWHERE TO TURN FOR HELP? WHEN YOUR LIFE ITSELF IS THREATENED? LET ME TELL YOU WHAT HOMA HAS DONE.

HOMA EARNED A PH.D. IN ENGINEERING IN THE UNITED STATES, THEN WENT HOME TO IRAN IN 1977 AND JOINED US THE FOLLOWING SUMMER. HE STARTED IN MARKETING AND WE THOUGHT WITH WITH THREE OR FOUR YEARS GROOMING HE MIGHT BECOME COUNTRY MANAGER.
AS IT TURNED OUT, THERE WASN'T TIME FOR GROOMING.

BY OCTOBER OF 1978, THOUSANDS OF ANGRY DEMONSTRATORS WERE JAMMING THE STREETS EVERY DAY. OUR EMPLOYEES WATCHED FROM THEIR WINDOWS AS ROCK THROWING DEMONSTRATIONS ESCALATED INTO GUN BATTLES. SOLDIERS AND TANKS ARRIVED IN THE STREETS. THE SITUATION BECAME SO DANGEROUS WE EVACUATED ALL OF OUR AMERICAN EMPLOYEES. HOMA STAYED BEHIND WITH 50 OTHERS -- AND SUDDENLY FOUND HIMSELF IN CHARGE.

NOW, HOMA DIDN'T KNOW MUCH ABOUT COMPUTERS AND HE DIDN'T EVEN KNOW THAT MUCH ABOUT CONTROL DATA -- AFTER ALL, HE'D ONLY BEEN WITH US A FEW MONTHS. BUT HE DID HAVE 20 CUSTOMERS WAITING FOR SERVICE. SO HE SPOKE BY PHONE TO OUR PEOPLE IN MINNEAPOLIS EVERY DAY AND DID HIS BEST TO KEEP THINGS GOING. NO ONE KNEW WHAT TO EXPECT. WOULD THEY STILL HAVE A JOB NEXT WEEK? EVEN GETTING TO AND FROM WORK BECAME MORE AND MORE DIFFICULT AS THE DEMONSTRATIONS GREW IN SIZE AND INTENSITY.

FINALLY, THE SHAH FLED. THE DEMONSTRATIONS STOPPED AND, FOR AWHILE, THE ATMOSPHERE CALMED. WE EVEN INSTALLED ONE NEW COMPUTER -- AT THE NATIONAL IRANIAN OIL COMPANY IN ABADAN.

AND IN SPITE OF A GROWING ANTI-AMERICAN SENTIMENT HOMA SOMEHOW GOT MOST OF HIS CUSTOMERS TO PAY THEIR BILLS. BUT ALL THIS WAS
JUST THE PRELUDE FOR THE DAY WHEN A MEMBER OF THE REVOLUTIONARY COMMITTEE ARRIVED AND LAID HIS GUN ON THE DESK IN FRONT OF HOMA.

IT SEEMS SOMEONE SOUGHT THE COMMITTEE'S HELP IN COLLECTING A BILL FROM US. HOMA TOLD THE MAN THE TRUTH. HE SAID HE DIDN'T HAVE THE MONEY AND SHOWED HIM THE BOOKS TO PROVE IT. THEN HE LOOKED AT HIM AND SAID: "LOOK, I CAN'T PAY YOUR BILL BECAUSE MY CUSTOMERS AREN'T PAYING OUR BILLS. WHY DON'T YOU GO TALK TO THEM? IF YOU CAN GET THEM TO COUGH UP THE MONEY, YOU CAN HAVE IT."


HOMA BECAME AN EXPERT AT STRETCHING MONEY AND HE MANAGED TO KEEP THE BUSINESS GOING AND THE EMPLOYEES PAID -- UNTIL NOVEMBER OF 1979 WHEN THE U.S. EMBASSY WAS SEIZED AND ALL SHIPMENTS AND MONEY TRANSFERS TO IRAN WERE EMBARGOED.

NEARLY ALL OUR CUSTOMERS STOPPED MAKING PAYMENTS. NEW CONTRACTS WERE IMPOSSIBLE. HOMA WAS FACED WITH THE VERY
UNPLEASANT TASK OF LAYING OFF PEOPLE. AND THAT WASN'T EASY.
THERE REALLY WEREN'T ANY JOBS AVAILABLE TO THOSE PEOPLE SINCE
COMPANIES ALL OVER THE COUNTRY WERE LAYING OFF PEOPLE.

ONCE AGAIN HE ROSE TO THE CHALLENGE. BY GETTING EVERYONE TO
AGREE TO HALF PAY, HE WAS able TO SPREAD THE MEAGRE REVENUES
OVER AS MANY PEOPLE AS POSSIBLE. EVEN SO, THE STAFF HAD TO BE
REDUCED...TO THIRTY .... THEN TO TWENTY .... THEN TO FIFTEEN.

TODAY, CONTROL DATA IRAN HAS ONLY EIGHT EMPLOYEES REMAINING,
ALL OF THEM ON HALF-PAY. FOUR OR FIVE CUSTOMERS STILL REQUIRE
SERVICE, BUT THE EQUIPMENT WE HAVE OUT ON LEASE HAS DWINDLED TO
ONE LARGE SYSTEM, ONE SMALL SYSTEM AND A TERMINAL. HOMA IS
UNDER CONTINUAL SURVEILLANCE BY THE REVOLUTIONARY COMMITTEE AND
IS FORBIDDEN LEAVE THE COUNTRY.

YET HE MANAGES TO BE OPTIMISTIC, AND THINKS HIS COUNTRY WILL
REBOUND. HE SAYS IRAN IS STILL A RICH COUNTRY WHICH WILL NEED
TECHNOLOGY WHEN IT BEGINS TO REBUILD -- AND HE PLANS TO BE
THERE WHEN THE TIME COMES. OH, AND BY THE WAY, THERE'S ONE
OTHER PART OF THE STORY. HOMA'S AMERICAN WIFE -- BLOND HAIR,
BLUE EYES AND ALL -- HAS BEEN WITH HIM EVERY STEP OF THE WAY
FOR THE PAST TWO AND A HALF YEARS.
WE OWE HIM A LOT. IN THE MIDST OF CHAOS, HE'S TAKEN THE LONG VIEW -- AND HE'S LEARNED A LOT ABOUT HIS OWN CAPABILITY TO SURVIVE AND ADAPT. THE WAY WASN'T CHARTED, BUT HOMA HAD THE COURAGE, THE SELF-CONFIDENCE AND THE INTELLIGENCE TO PREVAIL. HE TOOK RISKS, BUT HE TOOK CARE OF HIS PEOPLE -- AND I'M PROUD TO HAVE HIM AS A COMPANION.

ONE OF THE THINGS HOMA LEARNED IS HOW TO WORK WITH LIMITED RESOURCES. HOPEFULLY, NONE OF US WILL FACE A TASK EQUALLY SEVERE BUT THE ESSENCE OF LEVERAGING LIMITED RESOURCES IS SOMETHING CONTROL DATA LEARNED AS A SMALL COMPANY AND IT HAS PRODUCED THE THIRD DOMINANT CHARACTERISTIC OF OUR COMPANY: THE BELIEF IN TECHNOLOGICAL COOPERATION.

FOR EXAMPLE, ONE OF THE HIGH POINTS IN 1980 OCCURRED IN NOVEMBER WHEN PERIPHERAL PRODUCTS CELEBRATED ITS ARRIVAL AS A BILLION-DOLLAR BUSINESS. THE FOUNDATION OF THAT SUCCESS STORY IS TECHNOLOGICAL COOPERATION ACHIEVED THROUGH THE FORMATION WITH HONEYWELL, NCR, ICL AND CII-HB OF MPI AND CPI. IF ANYBODY NEEDS AN EXAMPLE OF WHAT CAN BE ACHIEVED THROUGH COOPERATIVE PROGRAMS, THEY CAN STOP RIGHT THERE.

BUT THE ARROGANCE OF MOST LARGE COMPANIES SIMPLY PRECLUDES THEM FROM UNDERSTANDING THE BENEFITS TO BE GAINED FROM COOPERATION -- UNTIL IT IS TOO LATE. THEY COULD TAKE A LESSON FROM A YOUNG CONTROL DATA EMPLOYEE NAMED JOANN REED.
ARROGANCE IS SOMETHING YOU CAN HARDLY AFFORD IF YOU ARE GROWING UP ON CHICAGO'S WEST SIDE -- AND MY THIRD STORY STARTS THERE. JOANN'S RESOURCES WERE LIMITED, BUT HER DETERMINATION WAS NOT. THAT AND CONTROL DATA'S WILLINGNESS TO CREATE PROGRAMS GEARED TO THE GRIM REALITY OF THE GHETTO CHANGED THE PICTURE AS DRAMATICALLY AS THE DAWN CHANGES THE SEASCAPE HERE IN CANCUN.

YOU'RE A WOMAN. YOU'RE BLACK. YOU HAVE AN 11TH GRADE EDUCATION. AND YOU HAVE TWO CHILDREN TO RAISE BY YOURSELF. YOU WANT A GOOD JOB? SURE! LOTS OF THEM TO CHOOSE FROM.

SOUNDS LIKE THE SETTING FOR A GRADE-B MOVIE.

WELL, NOT QUITE. JOANN DIDN'T BUY THE SCRIPT. "YOU CAN FEEL BAD," SHE SAYS, "OR EVEN CRY -- BUT YOU CAN'T QUIT ON YOURSELF. YOU GOTTA GO ON LIVING."

BUT IT ALL STARTED OUT DOWN A WELL-TROD PATH. JOANNE WAS 17 WHEN SHE LEARNED SHE WAS PREGNANT, DROPPED OUT OF HIGH SCHOOL AND BEGAN SUPPORTING HERSELF AS A FAST-FOOD COOK AND CASHIER.

THE FLICKER OF HOPE GENERATED BY HER HIGH SCHOOL ACCOMPLISHMENTS AND FLAIR FOR ELECTRONICS WAS DOUSED IN THE URGENCY OF SUPPORTING A FAMILY. BY THE TIME SHE WAS TWENTY, SHE WAS THREE YEARS AND TWO CHILDREN INTO THE SCRIPT OF POVERTY
AND DESPAIR. BUT SHE HEARD ABOUT THE JOB CORPS AND, WITH HER MOTHER CARING FOR HER CHILDREN, WENT TO THE DAYTON JOB CORPS CENTER. SIX MONTHS LATER SHE HAD HER HIGH SCHOOL DIPLOMA -- AND HEARD FROM A CONTROL DATA RECRUITER ABOUT A NEW TRAINING PROGRAM CALLED "ACET" -- THE ADVANCED CAREER EMPLOYMENT TRAINING PROGRAM -- BEING ADMINISTERED BY JEANIE SHACKLETON. IF SHE QUALIFIED, JOANN WOULD BE ELIGIBLE FOR A CAREER AS A COMPUTER OPERATOR OR POSSIBLY AS A CUSTOMER ENGINEER.

JOANN RECEIVED THE HIGHEST SCORE AT HER JOB CORPS SITE AND WAS INVITED TO JOIN CONTROL DATA'S CUSTOMER ENGINEERING TRAINING PROGRAM. SO SHE ASKED HER MOTHER FOR MORE TIME, ANOTHER YEAR, AND MADE PLANS TO JOIN A GROUP OF 100 YOUNG PEOPLE FROM ALL OVER THE COUNTRY IN MINNEAPOLIS.

WELL, SHE DIDN'T REALLY NEED THAT YEAR -- WHICH MANY STUDENTS TAKE. SEVEN MONTHS OF TRAINING AND SHE PASSED THE SAME TOUGH SCREENING TEST GIVEN TO ALL OTHER CONTROL DATA CUSTOMER ENGINEERING APPLICANTS. LAST MAY SHE BEGAN A YEAR'S INTERNSHIP WITH THE ENGINEERING SERVICES DIVISION IN COUNTRYSIDE, ILLINOIS.

"MY MOTHER'S PROUD OF ME," SHE SAYS. "PEOPLE SAY, 'DOES YOUR DAUGHTER REALLY WORK FOR CONTROL DATA FIXING COMPUTERS?' SHE SMILES AND SAYS, 'YEAH, SOMEONE IN THE FAMILY HAD TO MAKE IT.'"
BUT JOANN IS STILL LOOKING TO THE FUTURE AND ANTICIPATING NEW CHALLENGES. "I LOVE WHAT I'M DOING," SHE SAYS, "BUT I JUST WANT TO KEEP GOING HIGHER AND HIGHER. MAYBE SOMEDAY I WILL BE AN ENGINEER IN CHARGE AND CAN HELP TRAIN OTHER PEOPLE LIKE ME."

JOANN SENT US A LETTER RECENTLY AND I WANT TO READ IT TO YOU.

"I WOULD LIKE TO SAY THANK YOU: BECAUSE ONE DAY YOU GAVE ME A CHANCE TO BE SOMEBODY -- BECAUSE YOU TOOK ME IN AND GAVE ME A PLACE TO STAY WHILE I LEARNED -- BECAUSE YOU WERE SO PATIENT WITH ME.

"YOU GAVE ME A CAREER AND A FUTURE -- BECAUSE NOW I CAN BE THE MOTHER FOR MY CHILDREN I ALWAYS WANTED TO BE -- BECAUSE ONCE I WAS LOST BUT NOW I'M FOUND -- AND THANK YOU MOST OF ALL FOR GIVING OTHERS JUST LIKE ME A CHANCE. THANK YOU EVERYONE."

A COMPANION FOR OUR ADVENTURE? WELCOME ABOARD, JOANN!

WHICH BRINGS ME TO BELIEF NUMBER FOUR: IN UNCERTAINTY AND CHANGE LIE THE OPPORTUNITIES FOR THE FUTURE.

UNCERTAINTY SEEMS TO HAUNT OUR WORLD. THINGS CHANGE AND SHIFT WITH ALARMING FREQUENCY AND SO WE ARE SET ADRIFT AND, TO BE HONEST, FRIGHTENED BY IT ALL.
BUT OUT OF UNCERTAINTY AND CHANGE ARISE MANY NEW NEEDS — AND MEETING THEM PROVIDES ENORMOUS OPPORTUNITY. INDEED, CONTROL DATA IS PART OF AN INDUSTRY WHOSE VERY EXISTENCE AND GROWTH ARE FUELED BY SOCIETAL CHANGE AND THE INSATIABLE NEED FOR MORE AND BETTER KNOWLEDGE — TO COPE WITH UNCERTAINTY. SOCIETY TODAY IS FAILING TO ADEQUATELY ADDRESS THE NEED FOR BETTER, LESS EXPENSIVE AND MORE AVAILABLE EDUCATION AND HEALTH CARE; FOR ALTERNATIVE AND CHEAPER SOURCES OF ENERGY; AND FOR A VIGOROUS SMALL BUSINESS ENVIRONMENT. WE'RE NOT DEALING EFFECTIVELY WITH DECLINING PRODUCTIVITY, INFLATION, URBAN STAGNATION AND, MOST OF ALL, UNEMPLOYMENT AND UNDEREMPLOYMENT. AND IN ALL THESE UNMET NEEDS LIE ENORMOUS OPPORTUNITY FOR CONTROL DATA.

IN FACT, MY LAST STORY HAS TO DO WITH UNEMPLOYMENT — A PARTICULAR KIND OF UNEMPLOYMENT — THOSE WHO ARE DISABLED.

IN 1941, THE U.S. ARMY DISCOVERED BILL STOGNER HAD TUBERCULOSIS. THE DOCTORS SHOOK THEIR HEADS AND TOLD HIM HE HAD LESS THAN A YEAR TO LIVE. HE SPENT THE NEXT YEAR IN THE VETERANS HOSPITAL IN DENVER — DETERMINED THAT HE WOULD LIVE.

THE YEAR PASSED. BILL STOGNER CLIMBED OUT OF HIS HOSPITAL BED, WENT TO THE UNIVERSITY OF DENVER, GRADUATED AND WENT TO WORK. IN DECEMBER OF 1969 HE JOINED CONTROL DATA.
LESS THAN A YEAR LATER THE DOCTORS WERE SHAKING THEIR HEADS AGAIN. BILL WAS A SALES MANAGER IN ATLANTA, BUT THE DOCTORS TOLD HIM TO QUIT. TUBERCULOSIS, DIABETES, A HEART CONDITION....THEY SAID HE'D NEVER WORK AGAIN. AT AGE 50, HIS CAREER WAS OVER.

EIGHT YEARS PASSED. BILL SPENT MOST OF THEM BATTLING HIS ILLNESS, CONFINED TO BED FOR MONTHS AT A TIME. AND THEN, IN 1978, HE BECAME ONE OF THE FIRST 12 PEOPLE IN HOMEWORK -- A PROGRAM MADE POSSIBLE BY PLATO.

WITHIN A FEW SHORT MONTHS, VIA PLATO, BILL TRAINED HIMSELF AS A PROGRAMMER AND WAS ASKING HIS DOCTORS FOR PERMISSION TO WORK AGAIN. THEY TOLD HIM TO FORGET IT -- AND THEY TOLD HIM TO QUIT WORKING WITH THE TERMINAL.

BUT BILL WAS DETERMINED. HE KEPT AT IT -- AND HE STARTED TALKING TO OTHERS, MANY OF WHOM HAD NEVER WORKED A DAY IN THEIR LIVES: HERE, SUDDENLY, WAS A CHANCE TO TRAIN THEMSELVES AT HOME -- AND A CHANCE FOR A REAL JOB.

ALL LAST YEAR, BILL INVITED PEOPLE BY THE DOZENS INTO HIS HOME. HE GAVE THEM DEMONSTRATIONS -- AND WORDS OF ENCOURAGEMENT. AND IN OCTOBER HE CHALKED UP A REMARKABLE ACHIEVEMENT. HE SOLD OUR FIRST EXTERNAL HOMEWORK PROGRAM TO
GOODWILL INDUSTRIES IN ATLANTA, WHERE HE WORKED OFF AND ON AS A VOLUNTEER. AND HE WASN'T EVEN OFFICIALLY AN EMPLOYEE!

"YOU HAVE NO IDEA THE JOY I HAVE," HE SAYS, "WHEN I SEE PEOPLE WITH HOPE NOW WHO NEVER HAD IT BEFORE. THEIR EXUBERANCE IS CONTAGIOUS."

AND SO IS BILL'S. JUST TO BE AROUND HIM IS AN ADVENTURE...

AND LAST MONTH BILL HIMSELF RETURNED TO CONTROL DATA AS A FULL-TIME EMPLOYEE. HIS DOCTORS CALLED HIS RECOVERY A MIRACLE.

IT WAS NOT A MIRACLE. IT WAS THE FORTUNATE MEETING OF A REMARKABLE INDIVIDUAL AND AN OPPORTUNITY CONCEIVED BY A REMARKABLE COMPANY. AND BILL STOGNER IS ALSO LUCKY -- TWO OF BILL'S COLLEAGUES IN THAT FIRST HOMEWORK CREW HAVE SINCE DIED FROM THEIR DISABILITIES.

NO -- THERE ARE NO MIRACLES AND NO GUARANTEES EITHER -- NOT TO US AS A COMPANY NOR TO US AS INDIVIDUALS. THERE IS ONLY OPPORTUNITY. AS INDIVIDUALS, THE LEAST WE CAN DO IS EXERT EVERY OUNCE OF ENERGY WE HAVE TO SEIZE IT. AND THE LEAST WE CAN DO AS A COMPANY IS TO GIVE PEOPLE THAT CHANCE.
AND THIS IS THE BASIS OF THE FIFTH AND FINAL BELIEF OF CONTROL DATA: A BELIEF IN THE REALITY OF THE INDIVIDUAL.

NOW, MOST LARGE ORGANIZATIONS, PUBLIC OR PRIVATE, ROUTINELY PROCLAIM THAT PEOPLE ARE THEIR MOST VALUABLE ASSET. WHAT THEY FAIL TO REALIZE IS THAT PEOPLE DO NOT ALWAYS FIT EXACTLY INTO THE ROLES THEY ARE SUPPOSED TO PLAY -- SO MOST ORGANIZATIONS DON'T CREATE THE PROGRAMS REQUIRED TO MAKE THE NECESSARY ACCOMMODATIONS. PEOPLE JUST DO NOT FIT AUTOMATICALLY INTO CERTAIN NICHEs. THEIR DEVELOPMENT IS A CONTINUOUS AND LIFE-LONG PROCESS.

CONTROL DATA, MORE THAN ANY COMPANY I KNOW, UNDERSTANDS THIS REALITY OF INDIVIDUAL DIFFERENCES. IT DOES SO WITHOUT EVER REDUCING ITS STANDARDS FOR PERFORMANCE AND ACCOUNTABILITY ON A GIVEN TASK.

THE INDIVIDUAL IS THE CORNERSTONE OF CONTROL DATA'S SUCCESS....INDIVIDUAL PEOPLE STRIVING TO BETTER THEMSELVES AND CREATE A BETTER COMPANY....INDIVIDUAL PEOPLE CAPITALIZING ON THEIR PARTICULAR STRENGTHS AND PERSONAL CAPABILITIES.

FOR TWENTY YEARS I HAVE SEEN THIS ENVIRONMENT FOSTERED AND HONED -- GUIDED BY OUR BELIEF IN INDIVIDUALS AND MADE POSSIBLE BY THE TECHNOLOGY OF COMPUTERS AND COMMUNICATIONS. NOR ARE WE
FINISHED. OUR ADVENTURE HAS ONLY BEGUN, AND MY GOAL IS SIMPLY
THAT EACH OF YOU AND EACH OF THOSE WHO FOLLOW US WILL KNOW THE
THRILL AND EXCITEMENT AND FULFILLMENT THAT I HAVE KNOWN. I
DON'T KNOW -- MAYBE IN A BIG COMPANY THAT'S NOT POSSIBLE. BUT
WHAT I DO KNOW IS: WE'RE GONNA GO FOR IT!

THANK YOU.
JAUNITA BURKHART

THEY COULD TAKE A LESSON FROM A COMMERCIAL CREDIT EMPLOYEE NAMED JAUNITA BURKHART. ARROGANCE IS SOMETHING YOU CAN HARDLY AFFORD WHEN, AT THE AGE OF SIXTEEN, YOU ARE LITERALLY SEEING THE WORLD AS YOU KNOW IT -- FADE AWAY. JAUNITA BECAME LEGALLY BLIND IN LESS THAN EIGHTEEN MONTHS.

AT FIRST, DOCTORS DIAGNOSED AND TREATED HER CONDITION AS CONJUNCTIVITIS -- INFLAMATION OF THE INNER EYELID MEMBRANE. BUT AFTER SIX MONTHS OF SPECIAL DRUGS PROVED UNSUCCESSFUL, THE DOCTORS REFERRED HER TO JOHNS HOPKINS HOSPITAL WHERE TO THIS DAY HER CASE IS A PUZZLE, THE CAUSE OF HER DISEASE STILL UNKNOWN.
At that it would have been natural for Juanita to be discouraged. Not so. "It was the dream come true of every seventeen-year-old girl," she laughs, "thirty interns constantly at my side. I felt like the prize package at the clinic and I loved it!"

What the interns and doctors discovered, however, was not a prize. The inflammation thought to be on the external eye membrane was in fact within the eye, causing the iris to be twenty times its normal size.

A series of steroid treatments controlled the inflammation long enough for her to graduate with her high school class.
BUT JUANITA HAD LITTLE TIME TO ENJOY HER LAURELS. ONLY TWO WEEKS AFTER GRADUATING, SHE LEARNED SHE HAD CATARACTS FORMING ON BOTH EYES. THE DOCTORS TOLD HER THERE WAS NOTHING TO DO BUT SIT AROUND AND WAIT FOR THE CATARACTS TO GROW OUT BEFORE OPERATING. JUANITA, HOWEVER, DID MORE THAN SIT AROUND AND WAIT.

SHE RECEIVED A MARYLAND DEPARTMENT OF REHABILITATION GRANT TO ATTEND STRAYER BUSINESS COLLEGE IN BALTIMORE AND GRADUATED IN 1967. THEN THE FRUSTRATION BEGAN. HER BLINDNESS CONVINCED OTHERS SHE COULDN'T PERFORM EVEN THE MOST ROUTINE FUNCTIONS -- AND HER PARENTS, WHO WORRIED ABOUT HER AND TRIED TO PROTECT HER, WERE AMONG THE WORST DOUBTERS. SO JUANITA SET OUT TO PROVE HERSELF BY DEMONSTRATING HER METHODS FOR OVERCOMING HER BLINDNESS. SHE LEARNED TO COOK BY USING HER SENSE OF TOUCH AND SMELL. SHE LEARNED TO WALK AROUND TOWN BY COUNTING STEPS. AND SHE NOT ONLY PROVED HER ABILITIES TO HER PARENTS, SHE ALSO GAINED THE CONFIDENCE TO SEEK WHAT SHE CALLED THE ULTIMATE
MORE THAN HALF A DOZEN POTENTIAL EMPLOYERS TURNED HER DOWN BEFORE SHE WAS FINALLY HIRED AT COMMERCIAL CREDIT AS A TYPIST IN THE STENOGRAPHIC SERVICES DEPARTMENT -- AND SHE WAS HIRED BECAUSE ONE INDIVIDUAL, THE LATE DON NIPPARD, BELIEVED SHE COULD DO THE JOB. JUANITA FOUND OUT LATER THAT DON HIRED HER OVER THE OBJECTIONS OF OTHERS WHO DOUBTED SHE COULD HANDLE THE JOB. ALSO, SHORTLY AFTER BEGINNING HER EMPLOYMENT AT COMMERCIAL CREDIT, DON AND BOB DAVIS CAME TO HER WITH A "CONTRACTION."

IT WAS A LIGHT EQUIPPED WITH A GOOSENECK THAT THE TELEPHONE COMPANY USED IN REPAIRING SMALL CIRCUITS. IT INCREASED BY THIRTEEN TIMES THE IMAGE JUANITA WAS LOOKING AT AND IT ALLOWED HER TO FOLLOW THE LINES ON THE PAGE FROM WHICH SHE WAS TYPING. JUANITA USED THE "CONTRACTION" FOR ABOUT SIX YEARS AND IT HELPED TRAIN HER TO FOCUS -- BY THE TIME IT WORE OUT SHE'D INCREASED HER ABILITIES SIGNIFICANTLY.
FIVE YEARS AFTER SHE WAS HIRED, JUANITA BECAME THE SENIOR MEMBER OF HER DEPARTMENT, WAS DOING PROOF READING AND TRAINED ALL NEW MEMBERS OF THE DEPARTMENT. SHE CREDITS HER SUCCESS TO A CARING FAMILY, CLOSE FRIENDS, AND A BELIEF IN HERSELF.

TODAY JUANITA IS A CHARTER MEMBER OF THE BALTIMORE CHAPTER OF THE INTERNATIONAL WORD PROCESSING ASSOCIATION, AN ORGANIZATION OF NEARLY 150 MEMBERS. SHE HAS HELD VARIOUS POSITIONS AS AN OFFICER AND CURRENTLY SERVES AS THE ASSOCIATION’S HISTORIAN: "WHAT THAT REALLY MEANS," SHE SAYS, "IS THAT I TAKE ALL THE PHOTOGRAPHS -- I’M AN AMATEUR PHOTOGRAPHER."

OF FACING ADVERSITY, JUANITA SAYS: "YOU MUST LEARN TO RID YOURSELF OF ANGER, AND LEARN TO FEEL GOOD ABOUT YOURSELF -- THEN IT’S A MATTER OF DETERMINATION AND PRIDE."
"NOW I DON'T FEEL I HAVE TO 'PROVE' ANYTHING. IF PEOPLE CAN SEE WHAT I CAN DO, THEY SHOULD SEE IT IN THEMSELVES TO DO WHAT THEY CAN DO."