

## Bob Pepper interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Bob Pepper about his perspectives on the telecommunications industry. Mr. Pepper, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience at the FCC and your perspectives on the Office of Telecommunications Policy and its Director, Tom Whitehead.

Before we get to the meat of our interview, would you mind talking to me a little bit about your background?

Where did you get your Ph.D.?

In what subject area?

How did you come to work at the FCC?

What years did you work there?

What was your title?

To whom did you report?

When did you first learn of OTP?

What is your view of OTP?

Since you came to the FCC, what did you learn of OTP's contribution to telecom policy?

What did you think the significance of OTP was?

Can you talk about OTP's contributions to the telecommunications industry? (cable, satellite, broadcasting, spectrum?)

Please discuss OTP's relationship to the FCC.

How has the regulatory framework governing telecommunications changed, if at all, since OTP was first established?

You have spoken out against net neutrality. Would you please explain your position on this issue?

What benefits do net neutrality's proponents think it would render?

Why do you disagree?

What does lack of regulation of the internet mean for the future, politically and business-wise?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Bob Wright interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Bob Wright about his perspectives on the telecommunications industry. Mr. Wright, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience at Cox and NBC and your perspectives on the Office of Telecommunications Policy and its Director, Tom Whitehead.

Before we get to the meat of our interview, would you mind talking to me a little bit about your background?

What jobs have you held in the telecommunications industry and when?

How did you come to work at the Cox?

What years did you work there?

What was your job there?

What did you do for Cox Cable when you were President from 1980-83?

While you were at Cox, did you interact with Tom Whitehead?

If so, in what context?

What expectations did you have of Tom?

What did Tom do for you?

How did you come to work at the NBC?

What years did you work there?

What was your title there?

When you became President of NBC in 1986, why did you move the company out of radio and into cable?

You've held an interesting career at Cox and NBC and have a unique perspective on the entire industry. Can you please tell me how cable growth impacted each of your business initiatives? (Cox, NBC, CNBC, MSNBC)

How have telecom policy changes that were enacted in the 70s impacted each of your business initiatives? (Cox, NBC, CNBC, MSNBC)

While at NBC, did you interact with Tom Whitehead? If so, on what issues?

What was your agenda?

What were the results?

Have cable, satellite and internet changed what a “network” is?

What does the future hold for communications?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

Brian Lamb interview

How did you choose to work in the media?

How did you choose to get involved in politics?

How did you hear about OTP?

What years were you there?

Who hired you?

Why did they hire you?

What was your title?

What prior training helped you in that capacity?

To whom did you report at OTP?

What authority did OTP have? It wasn't a legislative or judicial body, so it couldn't pass or interpret legislation. What exactly did it do?

What was the perception of OTP when you first went there?

Who at OTP dealt with Congress? Did you do most of this, did Tom?

Who at OTP dealt with the press?

When you joined OTP, did you know of the Open Skies Policy that the Nixon Administration had announced? If so, what was your understanding of the policy?

How was it discussed during your time there?

What was so important about the Open Skies Policy?

Why is it important that Open Skies advocated open entry instead of one of the other proposals submitted by industry?

Did you understand the implications of Open Skies at the time?

What were the most significant policy issues that OTP took on or developed?

Cable? -- goals; problems; how did you overcome them; what was your role?

Satellite? -- goals; problems; how did you overcome them

Networks? -- goals; problems; how did you overcome them

Public broadcasting? -- goals; problems; how did you overcome them

Spectrum? -- goals; problems; how did you overcome them

AT&T? -- goals; problems; how did you overcome them

In connection to all these issues, did you talk about competition versus monopoly? If so, in connection to which industries?

Which telecom policy changes that OTP made had the biggest impact on the media?

Would you describe the phases of OTP's political visibility and policy-making visibility?

And what did you have to do with this?

Could you describe the policy making apparatus at OTP and how it worked?

How did OTP form public policy?

What was your role in this?

Who wrote the speeches delivered by Tom?

Can you comment on the Indianapolis speech?

Was there a misunderstanding about this speech?

Why was it misunderstood?

When Tom was asked about your role, he often said that Brian, "keeps me out of trouble" – what did he mean?

What are you most proud of in the work that you did at OTP?

What was OTP's relationship with the House Committees and Chairman MacDonald and the Senate Committees and Senator Pastore?

Please describe OTP's relationship with the FCC; Dean Burch

Please describe OTP's relationship with other WH officials: Colson, Ehrlichman, Haldeman, Nixon;

Is it true that Chuck Colson tried to have you fired?

Why?

What did Tom do?

In Glenn Garvin's Miami Herald obituary, Clay T. Whitehead, RIP, you explain the misconception that Tom shared Colson's ideology that OTP was a tool that the President could use to silence or demonize the press. [send article to Brian beforehand to remind him of his comments] Would you please elaborate on what you said there.

Why did you leave OTP?

What was the political climate when you left OTP?

What was your relationship with Tom Whitehead?

If you had to rank Tom's contributions to telecom policy, what would be the three or four things that you'd list first?

How should history see OTP as an instrument in 20<sup>th</sup> century telecommunications? As what?

How did the OTP experience form your thinking in creating CSPAN?

What was your business relationship with Tom after OTP?

I noticed that CSPAN had a transponder on the Galaxy satellite that Tom masterminded at Hughes – how did that come about? What did it mean to the development of CSPAN?

Did it increase the number of viewers?

Did it position CSPAN in a new way?

If Galaxy was a model for worldwide satellite business, can you explain CSPAN's participation and its role in that model?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

Bruce Owen interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Bruce Owen about his perspectives on the telecommunications industry. Mr. Owen, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience working in the Office of Telecommunications Policy.

Where did you go to college?

Where did you get your Ph.D. in economics?

What was your main interest in economics?

Were you from a certain school of economic thought?

What was your work experience between getting your Ph.D. and joining OTP?

When did you first learn of OTP?

How did you come to work at OTP?

Who hired you?

What was your title?

To whom did you report?

What years were you there?

What was the perception of OTP when you joined?

Did you have an agenda when you joined OTP?

What authority did OTP have? It wasn't Congress, so it couldn't pass legislation; it wasn't a court, so it couldn't interpret legislation. What exactly did it do?

When you joined OTP, did you know of the Open Skies Policy that the Nixon Administration had announced? If so, what was your understanding of the policy?

How was it discussed during your time there?

What was so important about the Open Skies Policy?

Why is it important that Open Skies advocated open entry instead of one of the other proposals submitted by industry?

Did you understand the implications of Open Skies at the time?

In connection to all these issues, did you talk about competition versus monopoly? If so, in connection to which industries?

Can you give a brief description of how OTP formed its policy and what your role was in this?

What impact did OTP have on the telecommunications industry between 1969-74?

What impact has it had since 1974 that was not understood before OTP was abolished?

When you joined OTP, did you know of the Open Skies Policy that the Nixon Administration had announced? If so, what was your understanding of the policy? Was it something that was discussed much during your time there? In what context?

What was so important about the Open Skies Policy?

Why is it important that Open Skies advocated open entry instead of one of the other proposals submitted by industry?

Did you understand the implications of Open Skies at the time?

I've seen your memo to Tom about AT&T, on which Tom's handwriting says, "You have my attention. Now what do you intend to do with it?"

Could you talk a little bit about the meetings surrounding that memo? And the development of OTP's policy to encourage competition with AT&T?

Of the policy issues that OTP took on, which were the major policy issues that you were involved in? Cable? -- goals; problems; how did you overcome them; what was your role?

Satellite? -- goals; problems; how did you overcome them

Networks? -- goals; problems; how did you overcome them

Public broadcasting? -- goals; problems; how did you overcome them

Spectrum? -- goals; problems; how did you overcome them

AT&T? -- goals; problems; how did you overcome them

What are you most proud of in the work that you did at OTP?

Please describe OTP's relationship with other WH offices; officials

Please describe OTP's relationship with the FCC; Dean Burch

Please describe OTP's relationship with Congress

What was your relationship with Tom Whitehead?

When did you leave OTP?

Why did you leave OTP?

What was the political climate when you left OTP?

What was Tom's contribution to telecommunications policy?

How should history see OTP as an instrument in 20<sup>th</sup> century telecommunications? As what?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Dale Hatfield interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Dale Hatfield about his perspectives on the telecommunications industry. Mr. Hatfield, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience at the FCC and the relationship that you and the FCC had with the Office of Telecommunications Policy and its Director, Mr. Tom Whitehead.

Before we get to the meat of our interview, would you mind talking to me a little bit about your background?

Where did you get your Ph.D.?

What was your topic?

Where were you working before you joined the FCC?

How did you come to work at the FCC?

What years were you there?

What was your title at the FCC?

To whom did you report?

You were at the FCC when the Nixon Administration announced its Open Skies policy in 1970. Can you talk about how the Administration came to develop this policy?

What role did Tom Whitehead play in the policy's formation?

Tease out that Dale remembers that Tom initiated open skies for the White House and everyone knew that Tom wrote it, but that it went out under Flannigan's signature – ask Henry Geller these questions, too]

Did Tom's engineering background help him in working on the Open Skies policy? How?

Is it your understanding that Tom understood the engineering aspects behind the policy?

What was public perception of the policy when it was announced?

What was the policy's significance?

Did the public understand its ramifications at the time?

When did you become aware of OTP?

How?

With whom did you primarily interact at OTP?

What were the most important issues that you and OTP interfaced on?

Was there a difference between the public and private relationship between the FCC and OTP?

Did the technical knowledge at OTP and your technical knowledge meld to shape policy?

Who was impacting whom?

How did OTP contribute to the development of telecommunications policy?

Cable, satellite, spectrum, AT&T (and after each one, what was the impact?)

What was the significance of these accomplishments?

How did the FCC try to cooperate and not cooperate with OTP?

Please describe the regulatory framework of the FCC before 1970 and after 1974.

How did OTP work to change the regulatory framework set by the FCC?

Did the regulatory framework at the FCC change due to any of OTP's proposals?

Is it your understanding that Tom understood the engineering aspects of the telecommunications issues that he tackled while at OTP?

What was the significance of Tom's understanding the engineering behind the policy?

Could you please describe the transition from OTP to NTIA and the reasons for it?

Could you please describe the difference between the two entities?

After the dissolution of OTP, you worked at NTIA, is that right?

What years were you there?

What was your job there?

To whom did you report?

As a policy-making organ, what were the differences between OTP and NTIA?

Please discuss the initiatives that the NTIA launched that were related to OTP while you were there?

How was work at NTIA a continuation of the work of OTP, and how wasn't it?

What were the differences between what OTP and NTIA could accomplish and why?

Before Tom died, he was concerned about and opposed to any regulation of the internet. He feared that OTP's work to create a more competitive telecommunications market and, thus, free speech, would be compromised by regulatory proposals such as net neutrality. What is your position on this?

Tom was very concerned with the issue of alleged spectrum scarcity. Academics have called spectrum scarcity into question as technology has changed and our ability to tap more spectrum has evolved. Where do you stand on it?

What should I ask Joe Pelton that I have discussed with you? That I haven't asked you?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Harold Rosen interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Harold Rosen about his perspectives on the telecommunications industry. Mr. Rosen, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience at Hughes, and your experience with Tom Whitehead when he worked at Hughes and, later, on his Astra enterprise.

Before we get to the meat of our interview, would you mind talking to me a little bit about your background?

Where did you get your engineering education?

How did you come to work at Hughes?

What years did you work there?

What titles did you hold there?

To whom did you report?

What was your role when Tom Whitehead joined Hughes?

How did Tom come to join Hughes?

What was his role there?

Did you work together?

If so, what was your working relationship?

How did Galaxy come into being?

What was your role on Galaxy?

What was Tom's role on Galaxy?

What was Galaxy's purpose?

Looking back, what was Galaxy's significance in the development of satellites?

How did Hughes recognize that there was a need for a satellite system like Galaxy?

What obstacles did you face in creating Galaxy?

How did you overcome them?

What did you do once Galaxy was completed?

What did Tom do next?

Why did Tom leave Hughes?

How did Astra differ from Galaxy? Other satellite systems then in existence?

What was Tom's role in creating Astra?

What was so interesting or important about Astra?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Henry Geller interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Henry Geller about his perspectives on the telecommunications industry. Mr. Geller, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience at the FCC and NTIA, and the relationship that you and those agencies had with the Office of Telecommunications Policy.

Before we get to the meat of our interview, would you mind talking to me a little bit about your background?

Where did you get your legal education?

How did you come to specialize in communications law?

How did you come to work at the FCC?

What years were you there?

What was your title there?

What were your duties?

To whom did you report?

Would you please tell me about the regulatory framework that was in place when you joined the FCC?

You were at the FCC when the White House announced its Open Skies policy. The FCC had already been considering the domestic satellite issue for a number of years, and had come to a different conclusion than what the Open Skies policy recommended. Was the FCC required to adopt the Open Skies policy's recommendations?

If not, why did it?

What were the FCC's major initiatives while you were there? (Spectrum scarcity? Cable? Fairness doctrine?)

Did the FCC interact with OTP on those initiatives?

If so, what were its discussions with OTP?

In general, what was the FCC's relationship with OTP?

What was Chairman Dean Burch's relationship with Tom Whitehead?

Did OTP contribute to telecom policy development?

If so, what and how?

Did OTP facilitate the growth of the telecommunications industry?

If so, how?

What is your view of how OTP's policy-making was playing out politically at the FCC?

How was it playing out in general?

You were at the FCC during the break-up of AT&T. Could you talk a little bit about how you saw this come about?

Did you have a role in the AT&T matter?

How so?

OTP was dissolved in 1978. Why?

Why was NTIA created?

Who mandated NTIA?

What is the connection between the dissolution of OTP and creation of NTIA?

Why was the Executive Branch's telecom policy instrument moved from the White House to be part of Commerce Department?

It's been said that OTP was abolished and some of its responsibilities relegated to the newly created NTIA because of Nixon's antagonistic relationship with the press and with Congress over broadcasting issues. Would you please comment on this?

How did you become NTIA Administrator in 1978?

Were you a political appointee?

Did you require confirmation?

At its initial creation, how did NTIA's role and responsibilities differ from OTP's?

How many people were at NTIA?

How has it fared as a policy body?

In what ways did it perform similar functions?

Did it have as much policy clout as OTP had?

What were your initial goals for NTIA?

Did NTIA reach those goals? How?

Did OTP's work make it easier or harder for NTIA?

Did NTIA take on any of OTP's philosophy? Finish any of what OTP regarded as its work?

You were quoted in Mr. Whitehead's *Washington Post* obituary as saying that Tom changed the entire landscape of television. Is that something that the policy establishment understood when Tom was at OTP?

If not, why?

When and how did this point of view emerge?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Henry Goldberg interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] with Henry Goldberg about his perspectives on the telecommunications industry. Mr. Goldberg, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience working in the Office of Telecommunications Policy.

Where did you get your J.D.?

Where did you practice law before you joined OTP?

How did you come to work at OTP?

What years were you there?

Who interviewed you?

Who hired you?

How did you choose to get involved in politics?

What was your title?

When you served as assistant counsel, did you report to Nino Scalia?

On what issues did you and he work together?

Were there any issues on which you or he worked alone? If so, which?

What were Scalia's essential contributions to OTP during the years he was there?

How was Scalia determinative to policy at OTP?

Why did Nino Scalia leave?

When Nino left, to whom did you report?

Did your title change?

What was OTP?

What authority did OTP have? It wasn't Congress, so it couldn't pass legislation; it wasn't a court, so it couldn't interpret legislation. What exactly did it do?

When you joined OTP, did you know of the Open Skies Policy that the Nixon Administration had announced? If so, what was your understanding of the policy? Was it something that was discussed much during your time there? In what context?

What was so important about the Open Skies Policy?

Why is it important that Open Skies advocated open entry instead of one of the alternative proposals suggested by industry?

Did you understand the implications of Open Skies at the time?

What were the most significant policy issues that OTP took on or developed?

Cable? -- goals; problems; how did you overcome them; what was your role?

Satellite? -- goals; problems; how did you overcome them

Networks? -- goals; problems; how did you overcome them

Public broadcasting? -- goals; problems; how did you overcome them

Spectrum? -- goals; problems; how did you overcome them

AT&T? -- goals; problems; how did you overcome them

What were OTP's goals while you were there?

What were the obstacles to those goals?

Which obstacles did you overcome, and how?

Can you please explain the relationships between satellites and microwave towers and cable? Because these were issues that were brewing when you worked at OTP.

In the context of your work at OTP, did you talk about competition versus monopoly? If so, in what circumstances?

Who wrote the speeches delivered by OTP members?

Please describe OTP's relationship with other WH offices; officials

Please describe OTP's relationship with the FCC; Dean Burch

Please describe OTP's relationship with Congress

What was your relationship with Tom Whitehead?

What was Tom's contribution to telecommunications policy?

When did you leave OTP?

Why?

Did you stay in touch with Tom Whitehead?

Moving very far ahead in time to when Tom was working on the Astra project, would you please talk to me about a little bit about how the project came about?

Who designed the dish?

Would you please describe the technological innovations Tom made to create this particular dish?

Who manufactured it for Tom?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Jerry Levin interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Jerry Levin about his perspectives on the telecommunications industry. Mr. Levin, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience at Time and HBO, and the relationship that you and those companies had with the Office of Telecommunications Policy and its Director, Tom Whitehead.

Before we get to the meat of our interview, would you mind talking to me a little bit about your background?

Where did you get your legal training?

How did you come to work at Time?

What was your title there?

Who was Jim Heyworth?

What years did you work there?

How did HBO come into being?

What was Time's relationship to HBO?

How did HBO come to distribute programming over satellite?

Why did you push to distribute HBO over satellite?

What did you foresee as the potential for cable?

What did you foresee as the potential for satellite tv?

How did you come to be qualified to understand the potential of satellite television?

What challenges did you face in attempting to send HBO over satellite?

In your early days at Time, were you aware of the Nixon administration's Open Skies policy?

If so, what did Open Skies mean for Time?

In your early career at Time, were you aware of the formation of OTP?

How did you come to interact with OTP?

How did you come to interact with Tom Whitehead?

If so, please describe those communications.

Mr. Whitehead said that, while OTP Director, he encouraged HBO's efforts to build its business because it was ready to utilize satellites. He said that he got the open skies policy ready, and HBO took it and ran. Would you please talk about what cable was like in the early and mid 60s, before OTP existed?

How did cable evolve in the 70s? What did OTP do for it?

At HBO what expectations did you have of OTP? Influence on FCC, Congress? Influence on antitrust investigation of AT&T?

Would you please describe the major obstacles and opponents that HBO faced in its early development?

In what ways did AT&T fight cable's development? And why?

How did HBO overcome these obstacles?

In the end, what did the telecom policies that OTP set forth mean for HBO and Time?

When did HBO split from Time?

Did Time interact with Hughes?

If so, through whom?

With whom did it interact?

Did you deal with anyone else at Hughes?

Did you buy / lease satellites directly from Tom?

What expectations did you have of Galaxy?

What did Galaxy do for you?

Would you talk a little bit about the lineage of OTP policies and Galaxy in connection to your industry experience?

What is the significance of satellite tv?

How has satellite tv changed HBO viewership?

How has it changed the telecommunications industry?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Joe Pelton interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Joe Pelton about his perspectives on the telecommunications industry. Mr. Pelton, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience as a telecommunications scholar, your perspectives on the Office of Telecommunications Policy, and on Tom Whitehead's satellite enterprise, Astra.

Before we get to the meat of our interview, would you mind talking to me a little bit about your background?

Are you still at GW?

What is your title?

What department are you in?

How did you choose to become an academic?

Where did you get your academic training?

When did you arrive at GW?

Where were you working during the OTP years 69-74?

What were your impressions of OTP?

How did you come to work at GW University?

Would you please talk a bit about your subject area specialty?

What was OTP's image in its early days?

What was expected of OTP when it was launched?

How do you see the significance of the Office of Telecommunications Policy to telecom policy?

What did OTP contribute to the telecommunications industry?

How?

How did OTP help to facilitate cable growth?

How did it facilitate the satellite industry?

What was OTP's impact on broadcasting regulation?

Spectrum management?

What did Tom Whitehead contribute to the telecommunications and how?

What's the difference between Tom's contribution to the growth of cable and Michael Milken's?

Moving forwards in time to Tom's work on the Astra satellite in Luxembourg, I understand that the chairman of Astra has recognized Tom as its founder. What was Tom's technological contribution in Astra?

How was this contribution unique?

In 2005, Tom was inducted into the Society of Satellite Professionals International Hall of Fame. How many people have been inducted into it?

Why was Tom inducted?

Why was Tom's contribution to satellite history unique?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Sam Wyly interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Sam Wyly about his perspectives on the telecommunications industry. Mr. Wyly, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience building UCC and Datran and your perspectives on the Office of Telecommunications Policy and its Director, Tom Whitehead.

Where did you get your business education?

How did you come to create University Computing Company?

What years were you involved with UCC?

What was your title?

Was UCC publicly traded?

When you were creating U.C.C., what was the attitude in government re competition and regulation in telecommunications?

What was the attitude in government re telecom?

How did you come to create Datran?

How did he know that there was a need for a company like Datran?

What years were you involved in Datran?

What was the relationship between UCC and Datran?

How were UCC and Datran positioned in relation to existing telecom industries?

When you were creating Datran, what was the attitude in government re competition and regulation in telecommunications?

What was the attitude in government re telecom?

Who were Datran's major competitors? AT&T? MCI?

What were the challenges of that competition?

What constituted Wyly Corp?

Why did Wyly Corp. file an antitrust suit against AT&T?

As head of Wyly Corp, how did you come to decide it was advantageous of you to do so? [I've seen from the OTP papers that you came to meet with OTP] What was your agenda?

What was resolved?

What came of your meetings?

What expectations did you / Datran have of OTP? (Presidential budget proposals? Influence on FCC, Congress? Influence on antitrust investigation of AT&T?)

How did telecom policy change during that time in ways that effected your business?

Can you talk a little bit about how telecom policy existed when you established UCC and then Datran and how t changed over time?

Datran filed for bankruptcy in 1976 – what happened?

Could you talk a little about why Wyly Corp. settled its AT&T antitrust case? (1980)

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## Sid Topol interview

My name is \_\_\_\_\_, it is [date], and I am here at [location] speaking with Sid Topol about his perspectives on the telecommunications industry. Mr. Topol, I'd like to spend a minute on your biographical information, but the focus of this interview will be your experience at Scientific Atlanta and the relationship that you had through Scientific Atlanta with the Office of Telecommunications Policy and its Director, Tom Whitehead.

Before we get to the meat of our interview, would you mind talking to me a little bit about your background?

How did you choose to become an engineer?

Where did you get your engineering training?

How did you come to work at Scientific Atlanta?

What years did you work there?

What was your title there?

To whom did you report?

Was S.A. publicly traded?

While you were at S.A., did you ever interact with Tom Whitehead?

On what issues?

What expectations did you have of OTP? (Presidential budget proposals? Influence on FCC, Congress? Influence on antitrust investigation of AT&T?)

Why were you interested in talking to OTP?

How were telecommunications policy changes at OTP favorable or unfavorable to your business?

Why did you support the creation of geostationary satellites and earth systems for the purposes of distributing cable?

How did you identify that there was a market for cable systems?

How did the market change after OTP's policies?

How did the market change after OTP enacted its policies?

What regulatory obstacles did S.A. encounter?

How do you see overall the regulatory environment different now than when you started at S.A.?

Could you talk for a minute about when cable television reigned. When did satellite tv arrive? What is the significance of cable to the development of satellite tv?

Would you please comment on OTP's significance to these developments?

What ought I to be asking you that I did not?

What ought we to have discussed that we did not?

## IRWIN JACOBS, CHAIRMAN AND CEO, QUALCOMM

- Irwin Jacobs is best known for being involved in the manufacture of boats of all types and running one of the biggest companies in the country.

Jacobs also owns and operates Forrest L. Wood Outdoors, the largest professional fishing organization in the world.

- Research on the use of digital technology to transmit information inspired Jacobs to write a textbook while teaching at the Massachusetts Institute of Technology in the late 1950s, and later compelled him to create the OmniTracs tracking system for the transportation industry.
- Jacobs also is an inventor of the Code Division Multiple Access technology used in digital wireless applications.
- In the 1980's he made tens of millions of dollars in stock transactions as a result of takeover runs against Disney, RCA, Kaiser Steel, Avco, Holly Sugar, Phillips Petroleum, ITT, AMF, Minstar, Internorth, Tidewater Inc
- Irwin Jacobs confronted ITT chairman Rand V Araskog at annual meeting and reiterates his proposal that company spin off operations to restructure itself into three or four separate companies May of 1985
- Awarded the 1994 National Medal of Technology
- His penchant for acquiring troubled concerns, and selling them off piece by piece, has earned him the nickname Irv the Liquidator. "There's nobody that can buy or sell as well as Irwin Jacobs,"
- Jacobs made the first cell phone call from an airplane July 15th, 2004. (He called Steve Largent)

## **Dr. Harold A. Rosen**

- Dr. Harold A. Rosen, a founder of the modern communications satellite industry, is a consultant for Boeing Satellite Systems (BSS), the world's largest manufacturer of commercial communications satellites.
- Dr. Rosen led the team that developed Syncom, the world's first synchronous communications satellite, for which he was inducted into the National Inventors Hall of Fame in May 2003.
- Rosen's groundbreaking work in communications technology began in 1959 with his concept of a small, spin-stabilized satellite.
- His work on the Syncom and Applications Technology Satellite (ATS) programs, developed for NASA by the then Hughes Aircraft Company, helped make the power of communications satellites available all over the world.
- Dr. Rosen's awards are as numerous as his accomplishments.
- He holds more than 60 patent awards and was honored by the Patent Law Association of Los Angeles as Southern California Inventor of the Year in 1973.
- He received his bachelor's degree in electrical engineering from Tulane University in 1947 and received master's and doctorate degrees from Caltech in 1948 and 1951, respectively.
- Tulane granted him a doctor of science degree in 1975 for his contributions to communications technology, and the next year Caltech named him a Distinguished Alumnus.
- Dr. Rosen retired from Boeing in 1993 after a 37-year career.

Arthur C. Clarke, who has been largely credited with coming up with the practical idea of communication satellites and named the "father" of the communications satellite industry, modestly declines the honor (preferring to be known as the "godfather"), naming instead two CalTech products (the prestigious California Institute of Technology) as the true fathers of communications satellites-- Drs. John Pierce and Harold Rosen. "John Pierce and Harold Rosen are the fathers of the communication satellite," said Clarke. "They designed, developed, and produced it, making real that which I and others thought only to write and dream about."

<u>Name</u>	<u>Importance</u>	<u>Urgency</u>	<u>Location</u>	<u>Notes</u>	<u>Phone</u>	<u>Address</u>	<u>Sources</u>
Geller, Henry	1						[Vogelsang & Mitchell: 73 n.34; Tunstall: 209-10; 212; Krasnow & Longley: 51, 153]
Goldberg, Henry	1	2					[Garland: 73-74, 90, 127, 129, 131, 170, 196, 227, 229-30, 267, 281-82, 306-08, 326-27, 108, 130-31]
Hatfield, Dale	1	4					[Garland: 89-90, 108, 119, 129, 139, 164, 175, 197, 229, 230, 253, 180]
Lamb, Brian	1	2					
Levin, Jerry	1	3	California				
Milken, Michael	1	1	California				[Cantelon: 25, 402, 403] [Tunstall: 166-67, 187-88; Hilmes: 194-95; Price 70, 84]
Murdoch, Rupert	1	2					
Owen, Bruce	1	5	California				[V&M: 123 n.22; Mitnick: xxii, 97, 99]
Pelton, Joe	1	5		[star technical witness for Astra]			
Pepper, Bob	1	5					[Garland: 16-17]
Rosen, Harold	1	2	California				
Scalia, Nino	1	3					[Garland: 72, 75-77, 124-28, 131, 146, 193, 282]
Sheinberg, Sid	1	2		[President and COO of MCA under Lew Wasserman]			[Hilmes: 179-80]
Topol, Sid	1	2	Boston		1-617-646-6193		
Wright, Bob	1	3					
Wyly, Sam	1	1	Dallas				[Kleinfield: 164; Cantelon: 97-98, 383]
Baker, Don	2	3					[Tunstall: 30, 80-90, 102-06, 108-09, 211, 260; Oslin: 20-21, 24, 425-27, 429; Henck & Strassburg: 223-26, 228, 232; Cantelon: 324-26]
Baxter, William	2	2					[(Commissioner?) Robinson: 64; Tunstall: 30, 62, 89, 90, 105-06, 108, 235-36; Oslin: 106, 425, 427-29, 451; Kleinfield: 2, 56, 308, 187-99, 38-52, 53; H&S: 229-34; Cantelon: 301, 305, 326, 416]
Brown, Charles	2	2					[Tunstall: 250; K&L: 34-35, 37, 137, 139; H&S: 109, 158, 162, 171; Cantelon: 501, 483]
Cox, Ken	2	5			301-229-6334		
Hopper, Max	2		Dallas		1-214-290-1997		
Hostetter, Amos	2	4	Boston		1-617-742-9500		
Jacobs, Irwin	2	2	California				
Koplowitz, Kay	2	1					
Kristol, Irving	2	1					[Garland: 184, 194, 230, 261, 280]
McGuirk, Terry	2	4	Atlanta				[Tunstall: 66, 247, 252; K&L: 16, 27, 31, 34, 37, 58, 69, 70-71, 78, 119-121, 128, 130; Kleinfield: 139; H&S: 53, 230; Garland: 207; Cantelon: 113; Bergreen: 277-78, 286]
Minow, Newt	2	2	Chicago				
Robinson, Ken	2	4					

Thompson, Brian	2	4			[Cantelon: 341-42, 347, 355-57, 371, 378, 452, 464, 470-73, 481-82]
Wiley, Dick	2	4			[Tunstall: 30, 247, 250-51, 252, 272; Cantelon: 193, 202, 205, 238, 251, 254, 500, 589-90]
Zapple, Nick	2	1			[K&L: 78]
David, Ed	3	2			
Gabel, David	3	5	Boston	1-617-905-8748	
Herzfeld, Charles	3	2	DC	cmhssbon@aol.com	(301) 587-2636
Hinchman, Walt	3	3			[H&S: : 94, 122; 162-63, 167, 193, 267, 589-90, 594]
Marshall, Peter	3	4			
Marshall, Travis	3	1		cell phones, Motorola	
Moyers, Bill	3	3	NY		[Garland: 25-26, 116, 148, 152, 203, 245, 251, 266, 267, 322-23, 119, 120-21, 164-65, 187-89, 295-300, 318; Bergreen: 283]
Sucherman, Stuart	3	4			
Turner, Ted	3	4	Atlanta		[Tunstall: 72, 128-29, 131, 142-43, 148, 155, 167, 264; Hilmes: 182, 193-95]
Webster, David	3	3		BBC	
West, Don	3	4			
Cooke, John	4	4			
Faulders, Tom	4	4			
Gavin, Jack	4	5			[(David? Richard?) Vogelsang & Mitchell: 54 n.20, 64 n.20]
Goeken, Jack	4	4			[H&S: 96, 98-99; Cantelon - considerable # of pages devoted to Goeken]
Shaw, Jack	4	4		satellite networks	
Starr, Ken	4	5			
Steltemeier, Bill	4	5			
Darby, Larry	5	5			[Kleinfield: 141-44; Cantelon: 267, 269]
Johnson, Lee	5	5			[(aka Leland? Sen. Of Colorado?) V&M: 7 n.11, 94 n.15, 221 n.73, 272 n.33; Robinson: 78, 216; Pelton & Snow: 22, 74, 79]
Sonnenschein, Abe	5	1			
Trienens, Howard	5	3			[Tunstall: 106; Cantelon: 301]
Nemeroff, Michael	intro				
Biondi, Frank			California		
Bleier, Edward					
Brown, Les			NY		[Krasnow & Longley: 35; Garland: 99, 100, 312-13; Bergreen: 253]
Cerf, Vint					
Effros, Steve				Lamb	
Ferris, Charlie					[Tunstall: 30, 75, 78, 229, 248, 252, 272, 278; Kleinfield: 140-41; H&S: 183; Cantelon: 254, 264, 267]
Hartenstein, Eddy			California		

Hewitt, Don  
 Joyce, Charles  
 Koltai, Steven  
 Malone, John  
 Mears, Walter  
 Morrisett, Lloyd  
 Oettinger, Tony  
 Perot, Ross  
 Rosenthal, Jim  
 Saffire, William  
 Schlosser, Herb  
 Shooshan, Chip  
 Silverman, Fred  
 Wheelon, Bud

CBS

NY  
 Boston  
 ?  
 Lamb: former EVP, AP

1-617-495-4114

[(aka Mal? If so, Tunstall: 274, 250)]  
 [Oslin: 373, 417, 450]

recommended by Sucherman

recommended by Sucherman

[(aka Harry) Tunstall: 225, 231; K&L: 78]

recommen [Bergreen: 184, 249-64, 270-72]

California

x

Brookings  
 AEI  
 GWU

Deceased

Angelica, Mother 3  
 Wright, Orville 2  
 Lear, Norman 2  
 Diebold, John  
 Marks, Leonard 4

[Tunstall: 171-72, 271; Hilmes: 174, 176, 200; Price:  
 131; Garland: 32-33, 182, 191, 230-31, 257, 262,  
 264, 173-74, 330]

Valenti, Jack 2 4

*All notes added by Susan Burgess are marked with brackets around them [].*