

# Charles Nichols

*Interview conducted by*

*Helen Weiss, Historian*

*October 5, 2016*

SAN DIEGO TECHNOLOGY ARCHIVE



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## Charles “Chuck” Nichols



Chuck Nichols is a businessman and attorney noted for managing organizations involved in complex projects having wide public visibility. Although professing to be retired since 2000, he was a key member of a group of San Diego community leaders that brought the decommissioned USS Midway Aircraft Carrier to the San Diego waterfront as an exciting, new naval museum and education center.

Immediately before retiring, he led the corporate fund-raising effort for AmericaOne, the San Francisco based sailing team participating in the America's Cup competition held in New Zealand in the year 2000.

Nichols was the president and a member of the board of directors of the San Diego Super Bowl '98 Host Committee and was responsible for organizing, planning, financing, and managing the Host Committee's activities in preparation for Super Bowl XXXII.

Prior to taking the Super Bowl position, Nichols was the president of America's Cup '95, a position he assumed in 1992, upon taking a leave-of-absence from Science Applications International Corporation (SAIC).

At SAIC, Nichols was twice a member of the board of directors and held several positions as an officer of the company from 1970 through 1992, including the post of Corporate Counsel and Secretary until 1980. Later as Senior Vice President, he headed the Aerospace Systems Group. In 1984 he founded the SAIC Employee Ethics Committee and served as its chairman for four years. He also chaired the steering committee of the Partnership for America's Cup Technology (PACT), a cooperative

effort that helped launch the boat design programs of several American defense teams during the 1992 America's Cup competition. During much of his career at SAIC, he was the company's public spokesperson and was responsible for the company's government and media relations.

Nichols completed his undergraduate studies at Texas A&M University in 1963 where he was designated a Distinguished Military Graduate. He received a law degree from the University of Texas in 1966.

Nichols is an avid sailor who has won the US Offshore Sailing Championship, three North American championships, two US championships in two different boat classes and numerous Southern California championships. In 2013 he won the Invitational International Masters Racing Championship and in 2015 he led a team that placed 2nd out of 61 racing yachts in the Long Beach to Honolulu transpacific yacht race. He is Past Chairman of the Board of Directors and a present member of the Board of the USS Midway Museum, a past Commodore of the San Diego Yacht Club, and is Director Emeritus of the Professional Service Council, a Washington DC based trade association representing professional and technical service companies. He also is the Chair of the Board of Sailing Events Association, San Diego, a non-profit corporation organized to bring high performance racing sailboats to San Diego, and a director of Space Micro, Inc., a San Diego company developing space instrumentation for defense and commercial applications.



*THE SAN DIEGO TECHNOLOGY ARCHIVE*

**INTERVIEWEE:** Charles Nichols

**INTERVIEWER:** Helen Weiss, Historian

**DATE:** October 5, 2016

1 **WEISS:** I'm Helen Weiss for the San Diego Technology Archive housed at Special  
2 Collections at the UC San Diego Geisel Library. I'm interviewing Mr. Charles Nichols  
3 on October 5, 2016 at his office in San Diego. Mr. Nichols was the first general counsel  
4 of SAIC and served in many capacities during his long career with the SAIC company  
5 and beyond. Thank you, Mr. Nichols, for taking the time for this interview. We'll start  
6 with your background in education, then we'll explore your extensive experience with  
7 SAIC, your leadership in the America's Cup and your ongoing involvement with San  
8 Diego's museums and businesses.

9 First we just want to take a look at your background and education. Our SDTA notes  
10 show that you were the first general counsel for Dr. Beyster's new start-up called  
11 Science Applications International, SAI, which later became Science Applications  
12 International Corporation or SAIC. Dr. Beyster, who was a nuclear physicist, had been  
13 working at General Atomic Company before he jumped ship to establish SAIC the  
14 year before you came. Before we discuss your working with Dr. Beyster and your  
15 career with SAIC, tell us about your background. Where did you grow up?

16 **NICHOLS:** I grew up in West Texas, mostly in a small town called Big Lake which  
17 had no lake and was not very big.

18 **WEISS:** What were your interests in school and hobbies as a child?

19 **NICHOLS:** As a lot of West Texas kids, we were very much involved with animals.  
20 It was ranching country as well as oil country. From the early years, I was raising  
21 animals for show and also judging livestock and judging forage grass and things of  
22 that nature. And playing sports of course. A small town in West Texas, you were  
23 going to be involved in sports because there were not that many boys. My graduating  
24 class was 36. So it was a pretty small group.

25 **WEISS:** I read that you completed your undergraduate studies at Texas A&M  
26 University in 1963 where you were designated as a distinguished military graduate.  
27 What was your major and were you in the ROTC?

28 **NICHOLS:** Yes. In fact, I was in the ROTC but it was quite different at Texas A&M  
29 then it would be, say, at UCLA or University of California, San Diego. There you were  
30 in the corps of cadets. When I went to Texas A&M in 1959, for the first two years it  
31 was mandatory to be in the corps of cadets. Then thereafter, you might stay because  
32 you either had an interest in staying just to be a part of that group at the University  
33 or you had interest in going further and becoming an officer in one of the armed  
34 services. At that point, we had Air Force and Army and a battalion of Marines. We  
35 didn't have Navy at the time.

36 I was in the corps of cadets and they were officially ROTC. It was much more than  
37 that. You wore your uniform all the time and you lived in a military environment and  
38 you became indoctrinated as an Aggie. Once you have been indoctrinated as an  
39 Aggie, you never change.

40 **WEISS:** What did you major in at the time?

41 **NICHOLS:** Well I started out in petroleum engineering because my family had  
42 been in the oil fields and [Texas A&M] was a well-regarded engineering school  
43 particularly in petroleum engineering at the time. Then I decided at the end of the  
44 first year that I really was doing that probably more out of my experience and my  
45 family background; but I was the guy who was always finishing everyone's sentences  
46 for them because they were slow-talking Texans. Things went very slow, too slow for  
47 me. I would be the guy trying to move things along. Whenever we got into issues  
48 with anybody, I was the spokesperson and I always enjoyed language. So I decided  
49 that I would go to law school.

50 I called the dean, the associate dean of the University of Texas Law School and asked  
51 him if I was going to come to the law school when I graduated what should I take? He  
52 said – well literally he said, "You can take anything you want, anything you think you  
53 might like but don't take any of the undergraduate business law or courses like that.  
54 We'll teach you all the law you need to know when you get over here. But you do  
55 need to know how to read and write." So I changed my major to English and I  
56 graduated in English in 1963 and then went to the University of Texas Law School  
57 after that.

58 **WEISS:** Then you received your juris doctor degree from the University of Texas in  
59 1966. What then brought you to San Diego and when did you first meet Dr. Beyster?

60 **NICHOLS:** Well first off, when I graduated the degree was called an LLB and they  
61 ultimately changed them to juris doctor after that, at a later date. But it was an LLB  
62 when I graduated. I had a commitment. I was already commissioned into the Air  
63 Force out of A&M in 1963 and I was deferred to go onto law school.

64 At the end of law school in 1966 I had an obligation to go into Air Force. It took a  
65 while to get an assignment. I graduated in late May/early June and ended up getting  
66 assigned to go to a base in November of 1966. That base was in San Bernardino,  
67 California. It was called Norton Air Force Base. There is a long story about how I got  
68 assigned to Norton which I won't bore you with, but I did ultimately get assigned to  
69 Norton Air Force Base.

70 I was assigned, interestingly, to an organization that was the research and  
71 development organization for the missile and reentry systems for the Air Force.  
72 Though they were doing the R&D improvement on the Minute Man Missile up  
73 through Minute Man III and the reentry systems, (the multiple independently  
74 targeted reentry vehicles) in another organization there. I was one of the counsel for  
75 that organization. So I got a lot of experience dealing with big companies, the big  
76 technical companies dealing with the Air Force in those areas. Companies like GE  
77 and Lockheed and Martin Marietta in those days and TRW and the like.

78 I always had an interest in the technical things anyway. Didn't want to be a patent  
79 lawyer but I did like working with complex organizations looking at tough things to  
80 accomplish. In fact, when I was in law school I had roomed with a guy who had also  
81 gone to Texas A&M with me at the same time and he was working on his PhD in  
82 physics which he ultimately attained and we continue to get together and correspond  
83 today. But he was sort of my continuing involvement there in law school with the  
84 technical side of things.

85 Then when I prepared to leave the Air Force in 1970 – I had a four-year commitment  
86 – so in November of '70 I was going to get out. I start thinking about where I was  
87 going to go and what I was going to do. I thought, "Well rather than start out at a law  
88 firm at the bottom level, I would like to start out taking advantage of the experience I  
89 got in the Air Force which was potentially very valuable to companies who would be  
90 dealing with the government and law firms who dealt with them."

91 I interviewed around several places and I ended up finding out about SAIC through a  
92 colleague who – I was a captain at the time and had a friend (another captain) by the  
93 name of Ed Knauf. We were talking at a party one evening and some of the guys were  
94 asking me what I wanted to do. I said, "Well I don't think I want to get caught in a  
95 law firm where I'm sitting doing somebody's research for a few years before I can get  
96 any real exposure," and may even get pigeon-holed into a particular area which I've  
97 never been fond of just sticking with one item. It gets boring.

98 So I said, "I think I would like to get with a little company who could use my expertise  
99 in government contracting and where I could get some equity in the company rather  
100 than just be an employee and find somebody that has some growth opportunities and  
101 go and learn and participate and contribute. Hopefully we can do something  
102 exciting." He said, "Gosh, I know a company that just fits that description." He said,  
103 "They are a sub-contractor to one of my contractors." He was in the technical side  
104 and he had contractors who worked for him. He said, "I'll bring that information  
105 down to you tomorrow."

106 Well it turned out to be SAI in its early going. Their brochure was one of those little  
107 things we used to get. Remember the little booklets that you had a heavier gauge  
108 paper on the front and back and whatever you were writing was in the middle and  
109 you had this little combed binder along the back? Well that was the SAIC brochure. It  
110 was just a Xerox copy of something that they had run off. It had like 15 résumés in it  
111 that were extraordinarily talented people. I was totally impressed with what I saw.

112 Not only did he have the little book, but he had the rough financial statements, the  
113 summary financial statements for every month since the company had been born.  
114 Low and behold, they were profitable from the very beginning. They literally did not  
115 have any time when they weren't profitable. They weren't hugely profitable, but a lot  
116 of start-up companies take years to be profitable. They were profitable right off the  
117 get-go.

118 I knew they knew something about what they were doing. They had an interesting set  
119 of résumés and they described their expertise which was in nuclear physics largely  
120 and it was being applied, of course, in the defense department and doing simulations,  
121 nuclear bursts, high altitude, low altitude, what happens. They are also on the civil  
122 side working with hospitals and clinics to do radiation therapy facilities, doing  
123 shielding for people who would be involved in radiation therapy. So it was a nice little



124 mix of people who were quite talented. They had a couple of other little projects  
125 going on that also had technical challenges, but had as its base nuclear physics.

126 For example, they were using a little device called a moisture detection device. So it  
127 had a source in it, a low level nuclear source that presumably measured how much  
128 moisture was in the soil. I joked at an event where I was the speaker 20 years later  
129 about the company's first product and it was the moisture meter.

130 The funny thing I said was it didn't work the way it was supposed to. It had a long,  
131 pointy end on a tube and a little meter reader on the top of it with a little handle.  
132 Although it didn't work, they discovered that they could push it into the ground and  
133 the more they could push it in the ground the wetter the soil was. So I was just  
134 teasing them about the effectiveness of the technology. But that was one of the funny  
135 things early on. So that's what I saw when I was evaluating SAI.

136 So I called Dr. Beyster right out of the blue because his résumé was in there and his  
137 telephone number was in there at the company. Darned if I didn't get him right on  
138 the phone. I talked non-stop for about three minutes telling him who I was and what  
139 I had done in the Air Force and how he couldn't possibly work without me. I  
140 described how I had in my short tenure been responsible for major negotiations and  
141 settlements and big disputes with these big companies, millions and millions of  
142 dollars, briefed at the generals level up to Washington about how things were going,  
143 what our plans were and getting them approved.

144 I took a breath and he said, "Well how old are you?" I thought, "Oh my gosh, I'm only  
145 28 years old. He's going to think, 'How do you do all that?'" So I said, "I'm 28 but I'm  
146 almost 29." He said, "Well good." He said, "We appreciate young people around here."  
147 He said, "I'm going to send somebody up to talk with you." He said, "Send me your  
148 bio," which I did, and he said, "I'll send someone up to talk with you."

149 So he did. That person turned out to be Dr. Gene Ray who represented the leadership  
150 of the small number of people they had that worked on Air Force contracts. So he  
151 seemed to be the natural person. He had been at the Aerospace Corporation in San  
152 Bernardino where I was across the street with the Space and Missile Systems  
153 organization that also supported the reentry vehicle people that he worked with at a  
154 Aerospace. So he came up, interviewed me. We had lunch and I got invited down to  
155 [interview at] the company.



156 I was fortunate enough to get an offer. I ended up getting five offers, I remember. It  
157 was the second lowest. The one that was lower than SAIC wanted to give me an offer.  
158 I think they had no idea what I was going to do for them at the time, but we sort of  
159 liked each other.

160 I had three higher offers than SAIC. But I thought that SAIC offered the best future,  
161 potential for growth and potential for learning with these extremely bright people. So  
162 I chose that offer. Certainly the key to that was the equity that I was able to get  
163 coming in, which we bought; that is, we purchased the stock. There was a price set  
164 for it based on their performance up to that point and that's continued to be the way  
165 they priced for a period of time with nothing very formal in terms of a formula. But  
166 ultimately we worked out a formula that made it more uniform.

167 Then there was also the opportunity to get more stock and options based on your  
168 performance as you went along which was precisely what I wanted because when I  
169 left the Air Force they said, "Why are you leaving?" I said, "I'm going to go where I  
170 can work and where I get ahead on the basis of what I can do, not how long I've been  
171 there." Certainly that was SAI.

172 **WEISS:** When did you first meet Dr. Beyster? When you came down after you had  
173 met Dr. Ray?

174 **NICHOLS:** That's right. I met Dr. Beyster and we had lunch in the Bratskeller, I  
175 think, which was the restaurant that was in our building. We started out in 1250  
176 Prospect in the McKellar Plaza Building. It looked like a little rabbit warren of offices  
177 in the back of the building overlooking the ocean.

178 But there was no men's restroom and no women's restroom. There were a series of  
179 restrooms. [The employee offices were] in little suites that were little private suites.  
180 They didn't have any connection. You had to go outside to go into the next office. If  
181 that restroom was busy you went to another one down the hall. People would be  
182 coming around trying to find you and hollering at the restroom doors if somebody  
183 was on the phone you needed to talk to.

184 I was one of the people. I never really got into the cove but there were people who  
185 had their towels and their flippers and their masks hanging in their offices because  
186 they would go down at lunch and take a swim at La Jolla Cove. It was just idyllic and

187 so utopian in a way. These guys were all extremely bright. I was probably like the 35th  
188 employee of the company.

189 **WEISS:** Was it still SAI at the time?

190 **NICHOLS:** Oh yes, of course it was SAI. Yes, we didn't turn it into SAIC until a few  
191 years later. We had two companies. There was SAI and JRB Associates. The JRB  
192 Associates represented John Robert Beyster's initials. They were involved in the civil  
193 side, on the medical side. Whatever other civilian and commercial things we had we  
194 put into JRB Associates.

195 **WEISS:** What was your first impression of Dr. Beyster?

196 **NICHOLS:** Well he was obviously very bright. He was a wonderful recruiter  
197 because he was so disarming. He didn't give you the impression that he was sitting up  
198 at some level as the president of something. He was just one of the guys. He's not a  
199 hail fellow well met by any means. He's fairly shy. But he's a great judge of people and  
200 even a better recruiter of them.

201 I think the people that were there [at my interview] were Bob and Pete Jackson who  
202 was the first business manager of the company. Since I was the business guy, I was  
203 going to be working with Pete. Jerry Pomraning, Dr. Gerald Pomraning, was there,  
204 who was at the time the Secretary of the company and also a major player in the  
205 theoretical physics group and a brilliant theoretical physicist. Bob sort of led  
206 discussions but everybody chimed in and we had a nice lunch with my wife and  
207 myself and those fellows. Then ultimately, they sent me an offer letter.

208 **WEISS:** Some of the SAI pioneers spoke at Dr. Beyster's celebration of life service  
209 and they talked about the Beyster Book, a little notebook. Do you have any memories  
210 of that?

211 **NICHOLS:** Yes, I do. A number of memories. Everybody in those days would have.  
212 I spoke at Dr. Beyster's memorial service, as a matter of fact. The Beyster Book was  
213 something he carried around. It was a little spiral notebook that flipped over from the  
214 top and he carried it around in his shirt pocket with a pen.

215 Bob had this penchant for coming by and he was busy. But he talked to everyone. Bob  
216 didn't really pay much attention to whatever organization chart that he might have

217 had at his desk. He didn't worry about organization charts. He worried about how the  
218 things worked and how people latched up with one another, not who the boss was.

219 So he would come by and he would say, "Chuck, would you look into this? Call so and  
220 so. There's an issue with regard to this and this and this and this." You might be in  
221 the hallway [during one of these encounters with nothing to write on]. So people  
222 started carrying their own "Beyster Book" because you'd [leave one of these  
223 conversations and] remember about half of what he told you. The next day he's  
224 coming by asking you where you are on each of those items because he had them  
225 written down in his Beyster Book. So we all got Beyster Books. So we would flip ours  
226 open and start taking things down to protect ourselves against not knowing – not  
227 being able to remember what all was said.

228 He did that for years. I'm sure he carried that Beyster Book until he retired. Probably  
229 until I left for sure. Even after that, he would always write hand-written notes to  
230 people. He would buy these little message pads before we got to using computers for  
231 regular communication. These message pads would have a carbon on it. So he would  
232 write the message to you, flip the thing off and he'd have the carbon and he would  
233 send it off to you through the inter-office mail. Just another way he kept up. The old  
234 technology side of things.

235 But of course, Bob was an experimental physicist. He continued to work on projects  
236 for several years in the early years of the company and always loved to go in and hear  
237 about the new things that were going on or help people start the new things. He had  
238 a great interest in seeing things develop, that may be difficult and risky, but he liked  
239 pushing the envelope because he was an experimental physicist.

240 **WEISS:** You signed on with SAI. What was your first responsibility or first type of  
241 contracts?

242 **NICHOLS:** Interestingly enough, when I signed on I was a Texas lawyer and had  
243 not taken the Bar in California because I didn't need to when I was in the government  
244 because you don't have [to be a member of the State bar of the State you are  
245 stationed] because they move you around and if you had to take the Bar at every  
246 place you went [it would really be burdensome]. You're not doing state law anyway.  
247 You're doing your federal government business. So the fact that you're a member of  
248 the Bar somewhere was all that was required. So almost nobody until they decided  
249 where they were going to go took the effort to go take the local Bar unless they had

250 some work on the side. There certainly was no time for me to have work on the side  
251 when I was in the Air Force.

252 I didn't have my [California State Bar membership]. I couldn't be their counsel to  
253 begin with. So I was the manager of contracts. I managed the contracts department  
254 which was responsible for the negotiation of contracts and the maintenance of the  
255 contract files and the changes that went in and also the business proposal portions of  
256 all the proposals. There would be a technical proposal written and we would do the  
257 business side of it, pricing the proposal based on the company's pricing strategies and  
258 to do the business sections and to take care of all the stuff that was sort of non-  
259 technical in there.

260 Then I had purchasing under me and other things of that nature. That was in  
261 November, the end of the November of '70 when I got there. In February, I took the  
262 Bar in California and passed the Bar and became the company's first counsel. Bob  
263 delighted in calling me his mouthpiece.

264 **WEISS:** Did it require with these contracts that you were going to Washington?  
265 Because I understand that the people that signed on with Dr. Beyster initially, part of  
266 their responsibility was to secure contracts. Did this mean that you had to have a  
267 presence in Washington and were you back and forth a lot?

268 **NICHOLS:** I was but I had a different role. We had a lot of small contracts. Even  
269 when we were a young company our contracts tended to be \$100,000 or less. That was  
270 a level of which the [customers'] people could authorize things on a local basis in  
271 their offices. \$100,000 would keep a scientist and a programmer assistant [covered for  
272 about a year] to perform a study. The contracts tended to be less than \$100,000.00  
273 and a year-long.

274 Nothing was very long and nothing was very big. There were a lot of contracts to  
275 negotiate but they were basically very simple contracts because they were negotiating  
276 some labor and some computer time and some travel time and the study would be  
277 what the technical representative and the government wanted to see with regard to  
278 some particular aspect of either nuclear physics or weapons work. And systems  
279 engineering for bigger programs, where the customer didn't have the technical  
280 expertise; they could hire it and get the support they needed.

281 We did travel a lot. My job was to negotiate with the government side, their  
282 contracting office. They have a technical representative and a contracting officer on  
283 the government side. I was literally the contracting officer of the company on our side  
284 and the Wayne Colemans of the world were the project technical people on our side.  
285 I didn't have to travel as much as they did because they were interacting all the time  
286 on the technical side with the customer's technical representative. I could do a lot by  
287 telephone. So I wasn't traveling as much as they were early on.

288 Later on in the company, I travelled quite a lot. We were putting new offices  
289 together. When I got to the company we had only one other office. It was in  
290 Washington, D.C. in the Rosslyn, Virginia area. After that, we got offices in many,  
291 many other places, as you know, over the years. Major contributions from Huntsville,  
292 Alabama and Los Angeles and Colorado Springs and you name it. Things just kept  
293 moving and moving. Contracts just kept getting bigger and we kept getting more  
294 credibility to do bigger things and added more top-level people. The company just  
295 continued to prosper.

296 **WEISS:** What did you see as the technical landscape of San Diego at the time? The  
297 Navy was here. There were Defense Industries...

298 **NICHOLS:** General Dynamics was here and some smaller companies that were sort  
299 of competitors of ours. There was a company called S-Cubed. Cubic was probably  
300 here by then but they weren't really a competitor of ours. Then Ryan was still here.  
301 Rohr was still here. Of course, all of that disappeared over the '80s I suspect and we  
302 became a larger company and we became one of the big players in town.

303 We pretty much kept a low profile because that was Bob's nature. To the extent that  
304 we did have a local community involvement and people who had to speak to the  
305 press felt a need to do it, I was the guy who frequently got the news stuff that was on  
306 the non-technical side and we figured out what to do with it. Ultimately, perhaps  
307 we'd hand it off to somebody else or I kept it depending on what the needs were.

308 **WEISS:** Well with a lot of the proprietary or secret because you were still working  
309 in defense so you couldn't really talk a lot about the technology?

310 **NICHOLS:** Yes. There clearly were a lot of contracts that were in the classified  
311 arena and we couldn't even acknowledge the customer much less what was going on.

312 **WEISS:** In the first couple decades there you were the general counsel, corporate  
313 secretary. Then you became senior vice president of the Aero Systems Group. Then  
314 you were also on the SAIC Board of Directors. So since this is an oral history that's  
315 focused on San Diego, can you talk about working with your staff of nuclear  
316 engineers and scientists and technicians as SAIC grew and why did you take over this  
317 Aero Systems group? What was it and how did it function?

318 **NICHOLS:** It was the Aerospace Systems Group. This particular group had grown  
319 large under my good friend Gene Ray. He left SAIC to start his Titan Corporation.  
320 When he did that, unbelievably, Dr. Beyster put me in charge of the Aerospace  
321 Systems Group. It was something that I really enjoyed doing.

322 I was glad I was selected to do it. It was successful. We had a good time and it  
323 prospered. But I never quite felt like I was the right person to be doing that because  
324 they were doing space defense contracts. It was really the space [science and  
325 engineering] side, the Air Force space side of our company. So I didn't know their  
326 customers when I came in there.

327 In those days particularly, I think it was really important that the leader of any of our  
328 organizations had a real strong customer base and credibility with those customers.  
329 So we ended up hiring a guy from TRW who came in and took the role from me after  
330 that, after a year. But meanwhile, we won the largest contract in that group that the  
331 company had won. It was [a major space defense effort called] Spadex. It was won by  
332 our Los Angeles group led by a fellow named Don McPherson and his two associates,  
333 DeMayo and Holman.

334 It was a big coup and I was very pleased about it because I had helped them with the  
335 proposal and given them the support they needed to succeed. That's where I had  
336 always felt like my talent was—getting people to do things together bigger than they  
337 can do by themselves and sort of take the sticks and stones out of the way so that  
338 they had an easier course to travel. That's the way I've operated forever. I try to get  
339 more out of the people than they'll individually get out of themselves.

340 **WEISS:** By then, it was SAIC?

341 **NICHOLS:** By then it was. SAI stood for Science Applications Inc. There was  
342 another company that was known as SAI and I think it was Systems Associates Inc. or  
343 something like that. They got in trouble. They were also known as SAI. So we literally

344 changed our name so that we would not be confused with this company that had  
345 gotten in trouble and its reputation had suffered. We didn't want to have that happen  
346 to us because of them.

347 **WEISS:** When was the corporate headquarters built that was near UC San Diego?

348 **NICHOLS:** We still kept the headquarters downtown even after we built out there  
349 to begin with. We were at 1200 Prospect in La Jolla. I can't remember what the name  
350 of that building was now. That was where the headquarters of the company was even  
351 after we started building for some of the organizations [in the Campus Point area].

352 Some of the organizations moved out to Campus Point which is the area that became  
353 the headquarters for a little while. I guess it was '86, '87 when we got back from the  
354 America's Cup in Australia that we moved out to there to that facility. They had  
355 gotten more buildings and we moved the headquarters out there. Ultimately, Bob  
356 gravitated back to downtown La Jolla where he had always enjoyed being and had his  
357 own building behind there where he stayed. The rest of the corporate management  
358 that wasn't Bob's close staff stayed out at the Campus Point area.

359 **WEISS:** I wonder later when you were doing this work with the Aerospace Systems  
360 Group, was it space technology on the civilian side as well or was it all military?

361 **NICHOLS:** That side was certainly the military side, yes.

362 **WEISS:** When Dr. Ray left to start Titan, what was the feeling at SAIC that had  
363 built a lot of loyalty to Dr. Beyster and did he take people with him?

364 **NICHOLS:** Some people did go and I think probably the basis for putting me in  
365 there was the idea that I could probably help keep them from going to Dr. Ray. It  
366 worked. We managed to be very successful. Dr. Ray and I continued to be good  
367 friends and are to this day. He was very successful in growing his company and we  
368 were successful in growing SAIC. Beyster who is not generally very fond of people  
369 [who left the company and set up a competing company]. He wanted people to stay  
370 and be part of SAIC and grow it there. He probably wasn't very fond of Gene at that  
371 point but they ultimately got back to be good friends. Gene has great respect for Dr.  
372 Beyster.

373 **WEISS:** So SAIC was an employee-owned company and somewhat unusual at the  
374 time.



375 **NICHOLS:** Yes.

376 **WEISS:** How was Titan different and what kinds of things were they doing  
377 differently than SAIC?

378 **NICHOLS:** I don't think they were doing things much differently than SAIC really.  
379 It was just that SAIC was growing and continuing to multiply and evolve. I think  
380 probably the main reason [Gene left was that] Bob didn't worry much about the  
381 organization chart. He's spending time talking with people who worked for other  
382 people and helping them out and giving them ideas and direction. So it's hard to  
383 manage people when the head guy is coming by and telling them one thing and you  
384 may be telling them another.

385 In fact, one of these organizations, Bob allowed them to come separate from Gene's  
386 organization because I think he thought they would be more likely to succeed and  
387 have a clearer road if they were independent. So he literally allowed that to happen. I  
388 think that caused Gene to decide he would just go where he could manage his own  
389 stuff without having those kind of things potentially happen, where you grow  
390 something and it gets pulled out from under you. That's happened and that happens  
391 at every company. Some people go with it, some people don't.

392 We were employee-owned. We didn't start out with a great commitment to that. I  
393 think Bob thought it was fair in the early going that people who were working and  
394 making the company succeed should have a stake in the company. So on a pure  
395 fairness viewpoint that's where he was coming from. But then as he saw what impact  
396 it had on people, I mean people clearly felt a greater commitment to the company  
397 than they did if they only had a salary coming from the company.

398 When you asked about the glue [that held the company together], it was really the  
399 stock in the company held by the employees. I think we probably paid salaries that  
400 were a little on the low side, but I think people felt like they were doing well because  
401 of their ownership and the potential for multiplying that. When a salary is \$20,000 a  
402 year less when you might get \$100,000.00 a year increase in the value of your  
403 company stock, that's very attractive to a lot of people. When they left, they had to  
404 sell their stock back to the company if they had acquired the stock after a certain  
405 time in the company's history. I don't remember what year that was.

406 Early on, we did not have to do it. If I left the company, I didn't have to sell the stock  
407 back. But the options...what's the word I'm looking for? Excuse me. I should know it.  
408 They vested over a period of years.

409 If you had new options coming in and they weren't vested, if you left the company  
410 those options became no good. They disappeared because they weren't vested. So you  
411 couldn't sell them back because you didn't own them yet and you couldn't exercise  
412 them at the exercise price for a period of time. That was yet another glue. People  
413 didn't want to leave and lose that value.

414 It also resulted in the company having a culture where everybody felt like they should  
415 be involved and they worried about things that normally they wouldn't worry about if  
416 they were just an employee of the company. They worried about what other people  
417 were doing in the company. Were they doing it properly and what was their  
418 reputation and was their work good? Just the policies of the company vis-a-vis the  
419 other employees. A lot of people had input into that and Bob could stand any amount  
420 of input. He liked input. He might ultimately make decisions or he may not. But he  
421 liked having a lot of people thinking.

422 **WEISS:** In 1984 then, you founded the SAIC Employee Ethics Committee. So this  
423 maybe ties in. What was that committee and why was that started?

424 **NICHOLS:** Well it was interesting. We had some issues in the company. There was  
425 a lot of freedom in the company and there were a lot of people who were marketing-  
426 oriented beyond everything else. Bob loved the marketers because they were out  
427 there spade-turning up new stuff and they were wild and woolly. He had a lot of  
428 interest in these guys. But some of them would end up getting off the reservation, if  
429 you will, and creating problems that we had to go in and solve and I was frequently  
430 the guy that went in to solve them because if they got into trouble with something  
431 they had done, then as a lawyer I was frequently sent in. The fireman to go in and put  
432 the fire out and sort out what had happened and who was responsible and figure out  
433 what should be done.

434 I had been that forever, even up until the time I went to the Aerospace Systems  
435 Group. I didn't have the fireman job [while running ASG] but after I got out of that, I  
436 was back in the fireman role. So there were issues occasionally where the company  
437 would get in trouble with the customer because somebody had done something  
438 wrong. Maybe they had charged their time where they shouldn't have because there

439 wasn't money in the thing that they were working on. So they simply just charged it  
440 another and they felt they worked a lot of nights and weekends and it wasn't going to  
441 damage anybody. But that wasn't the way the rule said they should do it. So we  
442 worried about those kinds of things.

443 About that same time, the government was paying a lot more attention – and the  
444 auditors – to what was going on and big companies were running into trouble in the  
445 same way by taking on hard problems and maybe they'd be having cost overruns and  
446 they'd be trying to limit those. The government would be saying, "Well you're not  
447 following your contract the way you should be." So it resulted in the Defense  
448 Department talking with some of the top level [corporate] people that they worked  
449 with. We weren't the very biggest in those days, of course. We were sort of a middle-  
450 sized company.

451 Jack Welch, who was the head of General Electric, became the leader of an effort to  
452 cause the defense industry to pay more attention to its conduct and ethics. It became  
453 known as the Defense Industry Initiative on Business Ethics and Conduct. He  
454 encouraged the large companies to join in this effort to get their people together to  
455 provide a liaison to this organization that they would talk about the way that things  
456 could be done better in order to keep people on the straight and narrow and what  
457 kind of education and what kind of policies and procedures you should have. This  
458 was going to be all developed through the cooperation of all these contractors, big  
459 contractors through this defense initiative.

460 He called Bob Beyster as one of the middle-sized companies. He already had a dozen  
461 of the really big companies in there. So we were probably in the first 20 to join the  
462 effort because he called Bob and said he thought SAIC ought to be a part of it. Bob  
463 called me and asked me to get into it and find out what was going on and to come  
464 back with a recommendation. So we ended up joining as a consequence to that along  
465 with Bob's full endorsement, in fact his leadership.

466 I became then the guy who handled the new ethics initiative. One of the things we  
467 did that people had started in other companies was create an ethics committee where  
468 ethical issues could be talked out and where people, if they had some problems with  
469 what somebody was doing in the company they had a place to go and tell somebody  
470 about it. If they didn't feel like they could go through their management chain for

471 some reason, maybe because it might be construed to their own detriment as a  
472 whistleblower, they could come to the ethics committee. We had a hotline.

473 We developed what became known as the SAIC credo. It was a document stating  
474 what's important to us as individuals, as a company, and as leaders in a company. We  
475 developed this credo. I don't know where it is now but it may still be around in some  
476 form at each of those companies, SAIC and Leidos, which are the two companies that  
477 spun out of SAI.

478 I led that [ethics committee]. We put the credo together. That was, I think, a  
479 particularly interesting thing to do because if you talked to any individual they'll say,  
480 "Well of course I'm ethical and of course I know the difference between right and  
481 wrong." So to begin with I wondered as this effort began whether we would get  
482 anybody's attention. I came up with the idea after having listened to some other  
483 companies about doing this credo.

484 I went back to the key managers. I said, "Look, here is one way we can focus on  
485 something in a way to try to develop a paper that says, 'Here's what we stand for.  
486 Here's what's important. It's our customer, our shareholders, our colleagues, our  
487 profession.' What are the standards that we want to be held to?" They bought into it.

488 I said, "Look, I'll be the clearinghouse for this. I'll get a draft of something put  
489 together and we'll send it to all you people. Then I'll just be the guy who moderates  
490 and collates and pulls the thing together as you talk about it and as you write about  
491 it." So we did that and it really created a great buy in from the organization because  
492 nobody took out something like the tablets and sent it down and said, "Here's your  
493 thing." What we did was we said, "You help us develop this thing and it's going to be  
494 what you think this company ought to be." As a consequence, they did that and they  
495 felt good about it and they followed it.

496 **WEISS:** From a practical standpoint, how are people are told to get customers  
497 secure contracts? Are they looking through the federal register for request for  
498 proposals? Does somebody know somebody else that they hear about? Do scientists  
499 read something in Physics Today or one of the newsletters about breaking  
500 technology? Do they just have inner tracks with the circle? How do they logistically  
501 pull together an idea for a contract and get it to evolve? Do they pitch proposals for  
502 under certain levels, which don't need to have a general RFP I'm trying to understand  
503 how this all worked.

504 **NICHOLS:** It all works in every way you just said and then some. In the smaller  
505 areas and early on in the company, you would have an area that the government was  
506 working on. Say they are trying to figure out what the radiation effects are on an  
507 instrument that's going to be on a satellite if there's a nuclear burst. Our guys would  
508 be going in and talking with them about what their interests are. Then using our  
509 guys' talent, they'd go back and create a proposal and submit it.

510 This proposal would be proprietary. It would be something like the way that they felt  
511 was the right way to go and find this information or to develop it to the next level.  
512 Those were typically sole source. I would say to the customer, if you want that  
513 particular work done, you know who knows how to do it. You have got to come to us  
514 to get that person to do that work. That was a sole source way.

515 Then those relationships would develop. As they finished that one and they would  
516 learn about what else is going on, they would say, "Well you know what we really  
517 ought to do now is we ought to do this and I'll go put a proposal together for you."  
518 They did that a lot early on. They would move on, iterate along and get to new areas  
519 that they read about or heard about in these technical offices. They called these  
520 unsolicited proposals.

521 Also at the same time, there were these general RFPs coming out that they could bid  
522 on. People would pay attention to those. We had clearinghouses. Individuals would  
523 be following a customer's plans and the customer's office would say, "Oh we won't  
524 accept your proposal on that because we're about to put out an RFP, a request for  
525 proposal." So then the customer would put out a request for proposal. They knew  
526 who to send them to in our company and they had other people interested and they  
527 would send it to these other people and there would be a competition. Sometimes  
528 even though the parties in the government would send out an RFP, only one person  
529 would respond because everybody in the industry would know who it was that was  
530 going to do this because they were the people who really had the experience and the  
531 expertise. So there was no reason to bid.

532 We probably did that some but we would go in and bid anyway. We even, one time,  
533 two SAI offices responded to the same RFP. I think Wayne Coleman was in the  
534 middle of this particular one. He was brought in, I think, to help resolve it. The  
535 customer ended up in this particular instance awarding two contracts to SAIC to do  
536 this work because they liked both ideas. They decided to fund both of them.

537 **WEISS:** At this point, are you working with some of the recruiting team to bring in  
538 certain kinds of engineers and technicians? Are you looking to the military veterans  
539 returning from service to try to involve them especially in the defense contracts?

540 **NICHOLS:** We did. Typically, in our early years recruiting was done by people who  
541 knew those folks in the industry and knew them from the government or knew them  
542 from another company. They had worked with them in some capacity and told them,  
543 "We're getting some business that's right up your alley. Why don't you come over  
544 with us?" Or, "You're capable of doing this kind of thing. Why don't you come get it  
545 started in our company and you can get equity and you can come in?" It was largely  
546 by word of mouth and by personal knowledge of people.

547 We rarely got anybody through a recruiter. It just wasn't the way we got people. They  
548 just didn't have the relationships and the backgrounds that we generally wanted.  
549 Later on, more of that happened when we were having bigger things and there were  
550 fewer people who were the absolute key player at the top and there would be a lot of  
551 other people that were involved in sub-tasks in the contracts and what have you that  
552 we could get through recruiting. But by and large, in the early going, these people  
553 were so important to our getting the business that it was all done by personal  
554 knowledge, almost all of it.

555 **WEISS:** What was the relationship with UC San Diego, San Diego State and  
556 Southern California University, especially for the engineering and technical people?  
557 Were you trying to recruit locally?

558 **NICHOLS:** Well we recruited all over. At one point it was getting so expensive to  
559 live in San Diego and La Jolla particularly that we were trying to hire people  
560 elsewhere rather than here. Now if they were here already, we wanted them to work  
561 with us if they were good people. We got some of them through the university system  
562 because the Universities also would be working with some of these government  
563 offices. We ended up getting some people through the University. But our people  
564 were largely entrepreneurs.

565 In those days and perhaps it's less so now, I think the universities did not have those  
566 entrepreneurial people. They were more academic and they were more theoretical  
567 and they hadn't had to make a profit. So I think we got fewer of those people because  
568 they weren't quite the types that we were looking for in those days. But we did do

569 contracts with places like Lawrence Livermore and Los Alamos. There was some  
570 cross-pollination that went on as a consequence of that.

571 I remember the Electric Power Research Institute in San Francisco, EPRI. We were  
572 helping them find better sources of energy, to create electric power more efficiently  
573 and less costly. We would have contract with organizations like that that were non-  
574 profits that were organized [to further the development of] solar energy and things  
575 like that. For example, we had contracts with SERI, the Solar Energy Research  
576 Institute. I am not remembering that we had so much going on with the universities  
577 in those days.

578 I think later on, Bob had a lot more connection with the guys at the universities  
579 because he felt more comfortable with them—because they were technical—than he  
580 did being the leader of a big company and having to have the public exposure that  
581 leaders of big companies get. Bob just didn't like that. He was a shy guy, as I said. He  
582 never just had casual conversation. It was always about something important to him.  
583 He wasn't good at sitting around, having cocktails with somebody or going to Rotary  
584 meetings or any of that. To him it was an absolute waste of time.

585 **WEISS:** You said you didn't want to become a patent lawyer, but were you involved  
586 in any of the patenting process for SAIC? If not, who was doing it?

587 **NICHOLS:** I was. We would hire patent lawyers. But honestly, we didn't have  
588 much. The government things we were working on, a lot of times the government  
589 retained the rights to them and we didn't want to take the investment in the  
590 commercial rights anyway because it really wasn't our bag. We were more  
591 professional, technical services than we were builders of new prototypes in the early  
592 going.

593 Yet, we did some of that and we did have some patents. I was always lamenting that  
594 we didn't pursue enough of that in order to get the kinds of value out of having  
595 something we could license that we should have. But there wasn't a lot of interest in  
596 it because it usually took longer. It took a bigger investment. Bob did not like long-  
597 term investments that didn't pay off right away.

598 He was uncomfortable if you're going to come and spend \$5 million in something  
599 before you made the first nickel. Remember, when I went to the company to begin



600 with, he had been profitable every month. So he wasn't comfortable with making long  
601 term investments that you didn't know what the payoff was going to be.

602 **WEISS:** So meanwhile, the technology landscape and life science is changing in San  
603 Diego. You are talking about people with patents. There was Linkabit and split offs  
604 that became Qualcomm, ViaSat. Who else was here into the late '80s, early '90s that  
605 you might have had some business relationships with or just competitive situations?

606 **NICHOLS:** Yes, well I think certainly we were aware of Qualcomm but we didn't  
607 have a lot to do with Qualcomm. Irwin Jacobs was a more public guy and was out in  
608 the community and quite visible. I think Bob was uncomfortable with that. He didn't  
609 value lunches where there were organizations like the CEO roundtable and the  
610 president's this or that. So it just didn't happen.

611 Bob didn't encourage it among his lieutenants either. I mean I would come in and  
612 say, "Bob we need to get involved in this because we are in this community and we  
613 can't be hiding under a bushel all this time because people don't like it. They want us  
614 to be involved. They think we've got to be a community player." It was my role but  
615 my role was to keep it from getting very prolific.

616 Bob didn't want it to get out of hand. My job was to keep control on it. When I left,  
617 Bill Roper ended up being more public because it was becoming clearer that we had  
618 gotten so big that we couldn't avoid being seen in the community. It was like the  
619 elephant in the room. So that happened more after I left in '92 than it did when I was  
620 there.

621 **WEISS:** Now we're coming to America's Cup, speaking of 1992. Dr. Beyster enjoyed  
622 sailing and involved his family and friends. You were already talking about America's  
623 Cup in the '80s. Why did you leave at that point? You took a leave of absence. Had  
624 you sailed a lot with Dr. Beyster socially before this whole leave?

625 **NICHOLS:** Not so much. We sailed some together but not very much. But I had  
626 gotten interested in sailing through some other people in the company who had  
627 bought a boat and wanted to race it. I was fascinated by the whole idea of sailing. It  
628 just was a beautiful thing to me—the physics of sailing and the competition of racing  
629 and learning how to sail. It was just something I took to in the late '70s, really.

630 I had only been in a sailboat once before of any size when I was in my 20s in the Air  
631 Force. I was fascinated that day when the engine went off and the boat just continued  
632 to go under sails and it was quiet and yet you felt the power of the boat. I was totally  
633 fascinated by it. When one of these people who worked with me got a sailboat I said,  
634 "Gee, I'd love to sail with you guys. I don't know anything about it but I'd love to learn  
635 and I can tell you I'd really make a commitment." So I started racing with them.

636 Bob literally helped them buy the boat. He had a couple of people, one on the East  
637 Coast, one of the West Coast where he had helped them buy boats just out of his  
638 personal finances. Bob was involved in those things to one degree or another. In the  
639 late '70s and the early '80s, I became a more competent racer and started doing a lot  
640 of racing and winning things. Bob was aware of that and there would be some  
641 trophies would go into his office every now and then where he was showing people  
642 trophies [that had been won by company employees]. Occasionally, some of my  
643 trophies would be in there.

644 The way the America's Cup thing came about is Bob had wanted to see the America's  
645 Cup finals in Newport in '83. We had these meetings that we called quarterly  
646 management meetings. We had them around the country. We'd go to various offices.  
647 We'd showcase that office's capability at the time we had the meeting. We might be  
648 in Huntsville, Alabama where we worked on missile development programs for the  
649 Army or we would be in Los Angeles or we would be in Chicago or somewhere else.

650 We had a group in Newport who were hydrodynamics people and oceanographers  
651 doing ocean studies and a group in Annapolis, Maryland who did submarine work. So  
652 we decided to have – Bob decided to have the meeting in Newport while the  
653 America's Cup was going on. We chartered a big boat and some of the people stayed  
654 on the boat. But it became the place where we were having the meetings. We would  
655 go out and we would literally have our meetings and then shut them down during the  
656 time of the racing and watch the races and then go back to our meetings. That is the  
657 way we watched the finals of the America's Cup where New York Yacht Club with  
658 Dennis Conner as the skipper lost to the Winged Keel from Australia with Alan  
659 Bond's boat.

660 I remember we were in a board meeting after that. I was on the board at the time. I  
661 was on the board like three times when I was at SAIC. A scientist guy, a guy named

662 Clive Whittenbury who had worked with RAC and I think RAND [was also on our  
663 board of directors and was at the America's Cup races in Newport].

664 **NICHOLS:** Clive was a thoughtful guy. It became clear of course at the end of the  
665 America's Cup when they exposed the Winged Keel on the Australian boat that they  
666 had beaten the United States with technology.

667 **NICHOLS:** Clive at the next board meeting makes a quick presentation. He says,  
668 "There we saw that the United States just lost the oldest trophy in major sports  
669 because of superior technology to a country, Australia, which has no reputation for  
670 big technology." He says, "That's an embarrassment." He said, "We could help. So  
671 why don't we offer to Dennis Conner that we will help him get the America's Cup  
672 back if he wants to do it because we can do something for them."

673 Bob thought that was a great idea because it was using our knowledge and  
674 technology to help the country win back the trophy. To have our people involved  
675 with that he thought would be interesting for them and would be an exciting thing  
676 for company employees, in general, and would be a binding thing for the company,  
677 just knowing that we were out there trying to win this trophy back for the USA. He  
678 told Clive, "Go ahead; let's do something."

679 Barry Shillito was also on our board and was a former Assistant Secretary of Defense  
680 for Installation and Logistics (INL) under Mel Laird, who was a wonderful guy. Barry  
681 was a member of the San Diego Yacht Club at the time where Dennis Conner was. He  
682 knew of Malin Burnham, if he didn't know him. He said, "I'll call Malin Burnham and  
683 see if they were interested in talking with us about supporting them."

684 **NICHOLS:** So Barry Shillito called Malin Burnham and said he was associated with  
685 SAI and that we had seen the America's Cup in Newport and we felt that we could  
686 help win the Cup back if there was an effort initiated to do that. Dennis had sort of  
687 fallen on hard times with New York Yacht Club. They were blaming it all on Dennis I  
688 think, Dennis Conner, the skipper. Dennis decided with Malin's help to initiate an  
689 effort out of San Diego to win the Cup back. Barry said, "Would you like to meet with  
690 us and talk about our involvement?"

691 Malin said, "Possibly so." He said, "Let me talk to Dennis and we'll get back to you."  
692 He talked to Dennis and Dennis didn't want to spend a lot of time with it but he said,  
693 "I'll go with you." As they were pulling up to SAI in La Jolla in their car with Malin

694 driving, Dennis said, "Malin, I don't want to spend any more than 20 to 30 minutes  
695 with these people. We'll have that done and get out."

696 As it turned out, three hours later he left with a hand-shake deal for SAI to lead his  
697 technology effort, the design effort to go back and win the Cup. To make a long story  
698 short, our efforts did prove one of the key elements in the recovery of the Cup. Of  
699 course it takes a good crew and a good skipper and a lot of work, but the design  
700 things that we brought in and the ability to simulate sailing in a computer through  
701 the software that we had developed and we largely managed to do that by having had  
702 the experience with the Navy. We looked at the wake signature and the noise that a  
703 submarine makes when it goes through the water with its sail. If you turn a  
704 submarine upside down it looks pretty much like a sailboat with a winged keel.

705 They adapted the software they had been developing to do this Navy work to do the  
706 hydrodynamic work that was needing to be done and we had other design tools. We  
707 had velocity prediction programs developed and pulled together a team to do that  
708 and we were successful in getting the Cup back in 1987. Then there was the debacle in  
709 1988 where they had the catamaran against the big boat and the San Diego Yacht  
710 Club ultimately won that after litigation with the New Zealand challenger team. We  
711 then got significantly involved in the next America's Cup competition when they  
712 were developing the new yacht [the International America's Cup Class (IACC) yacht]  
713 that they would use for the next several years in the America's Cup.

714 We started something called Partnership for America's Cup Technology. We had  
715 John Marshall, a fellow who had been involved with Dennis and who was a former  
716 president of North Sails running that thing. I was the corporate officer in charge of  
717 knowing what's going on with it and getting them what they needed and making sure  
718 that we were doing [what we had approved].

719 **WEISS:** To begin with in the '80s I understand that there was some of the people  
720 we've interviewed somewhat of a workaholic environment. You were very committed  
721 at SAIC.

722 **NICHOLS:** Oh very much so.

723 **WEISS:** The technology you brought in, these contracts people had to work on.  
724 Were they able to use volunteer time to put the efforts together to help with the

725 America's Cup in the '80s and then once you took a leave of absence, how did that  
726 work? Did you involve more employees in that whole effort?

727 **NICHOLS:** There were budgets assigned to give people the opportunity to work on  
728 these jobs and they also had other jobs that they were working on besides the  
729 America's Cup. A lot of it was out of their hide, for sure. They worked nights and  
730 weekends. We all did. That's just the way the company worked. It was just a way of  
731 life.

732 But they were excited to do that because they could see the results and they were  
733 interested in their technology being applied in this new way. It was just a remarkably  
734 good marketing tool because once we had done that, everybody was interested in  
735 talking to SAIC about how they did this. It worked to our advantage in the  
736 government. It worked to our advantage in the commercial world. We never  
737 advertised. This was the best publicity you could possibly get internationally and here  
738 you are being feted as the organization who is responsible for putting together the  
739 designs that won the America's Cup back for the United States. It was a pretty heady  
740 thing.

741 Then as for myself, I was working with the Partnership for America's Cup Technology  
742 and sort of the corporate officer in charge of that in '90 to '92. '92 was when Bill Koch  
743 won the Cup but the organization that was the responsible that was the organizing  
744 committee for the '92 event went bankrupt. Left a lot of debts and a lot of  
745 disappointed people in San Diego. So there was a lot of aggravation [and  
746 embarrassment] at that point among the people in the San Diego Yacht Club.

747 I was a member of the yacht club and I had been the judge advocate at the yacht club  
748 in the '89 and '90 timeframe when this was going on. I had been sort of critical of the  
749 club's effort on the legal side of the conflict with the New Zealand team. So they  
750 pulled me into the thing and I never complained about anything again. If you  
751 complain about something you are likely to discover you're going to be involved in it.  
752 So that's how I had gotten into the club's sort of hierarchy besides my own racing.

753 They asked me if I'd be interested in being considered to run the next effort. They  
754 had had to come back and [recreate a new organization to run it after the old one had  
755 gone] bankrupt. [The yacht club leadership came to me to see if I would be interested  
756 in putting the new organization together] because they knew I had been involved  
757 with SAIC and putting new stuff together for a long time. I said, "Well that's

758 interesting. I don't know because that would require me to leave the company." I  
759 said, "So let's not talk about this unless you're really serious because I don't want it to  
760 start getting around." So they said, "No, no; we're serious."

761 I went and talked to Bob and said, "Bob, I'm being asked to do this." First I talked to  
762 my wife, my present wife, not the one I had when I started with SAIC. I said, "What  
763 do you think about this if I were to do this?" She said, "I think if you don't do it you'll  
764 always be sorry." So I went to talk to Bob. I said, "You know Bob, I'm really thinking  
765 about doing this. What do you think?"

766 He said, "Well –" well of course on one hand he liked it because I'm going to go run  
767 the America's Cup and on the other hand he's not going to be able to have me doing  
768 anything else that he wants done for that period of time. Anyway. He said, "Yes, but  
769 will you take a leave of absence to do it?" I said, "Well sure; that's very kind of you to  
770 offer." I said, "I know of course, when I get through with this there may or may not be  
771 a spot for me, but that's very kind." So I did. In like the October timeframe of '92 I left  
772 and started putting together the '95 America's Cup effort.

773 It was a very interesting time. It was great fun. It was what I had wanted to do. I had  
774 reached the point in the company where it didn't look like I was going to be able to  
775 get another operating line management job like the Aerospace Systems Group for the  
776 same reasons that I had felt that it wasn't optimum during that time. But I had always  
777 wanted to run my own organizations. It gave me an opportunity to go create a new  
778 organization.

779 We got through all of the old animosities that had been created by the last  
780 management of the America's Cup by promises that didn't pay off and people putting  
781 in money that they didn't get anything out of and law firms being left holding  
782 hundred thousands of dollars of bills that didn't get paid. We had to overcome a lot  
783 of negative prior actions. But we did and ended up having a successful event  
784 involving a lot of firsts in the '95 America's Cup, including the first women's team and  
785 the first pre-Cup keel unveiling. But we tried to get the thing more on a level playing  
786 field where it would not be viewed as being some partisan thing that you were trying  
787 to by hook or crook keep it through rule changes and whatnot. But we did end up  
788 losing the Cup to a very well run New Zealand team—they did a tremendous job on  
789 the water. So we put the San Diego organization to bed.

790 Then I talked to a few people at the company about coming back and I didn't really  
791 see anything there that I wanted to do after having had this opportunity. I ended up  
792 being asked if I would be interested in running the Super Bowl Host Committee for  
793 Super Bowl [XXXII which was coming to San Diego in January 1998]. Would I be  
794 interested in interviewing for that? I said, "Well it sounds interesting." So I  
795 interviewed for it.

796 I remember my wife and I were in Catalina for the week before I was supposed to be  
797 interviewed. I just wrote an outline of what I would do if I were going to run the  
798 Super Bowl, what would I do and how would it be handled. I laid the outline of how  
799 we were going to conduct the whole thing in front of [the San Diego Selection  
800 Committee] the first time I was interviewed. I think they were impressed by that and  
801 they ended up hiring me.

802 **WEISS:** Before we jump from the Super Bowl and beyond, as part of the  
803 Partnership for America's Cup Technology, did you involve colleagues from other San  
804 Diego based technology and life sciences and material sciences companies?

805 **NICHOLS:** Not so much San Diego. There were certainly San Diego Naval  
806 architects involved. Bruce Nelson, Doug Peterson, people in our own company. Those  
807 were two major Naval architects for racing sailboats, Doug Peterson and Bruce  
808 Nelson. We had Boeing and we had Ford involved and we had a number of big  
809 companies that were providing support into this effort.

810 Most of them weren't San Diego. San Diego's life science guys were new and pretty  
811 fledgling in those days. Their stuff wasn't what we were doing. It just wasn't a life  
812 science kind of project. It was really hydrodynamics is what's going on, air and water,  
813 all part of the hydrodynamics equation.

814 **WEISS:** You did the Super Bowl and that was 1998 and you stayed there. How long  
815 did that take?

816 **NICHOLS:** I finished that off in the summer – no– it wasn't even the summer. The  
817 Super Bowl was in January or February of course, the end of January or February. I  
818 had to sort of put some reports together and close up the office. I think we probably  
819 closed it up by like May.



820 But in the meantime, as I was finishing the Super Bowl, Malin Burnham called me  
821 and said, "We've been trying to get the USS Midway into San Diego as a museum and  
822 we've been working on it for several years and we're running into a lot of difficulties  
823 with people that you would be able to help with including the port," because I had  
824 had contracts with the Port of San Diego in both the America's Cup and the Super  
825 Bowl. Also with all kinds of organizations. The Navy, we had many contracts with the  
826 Navy and I had done a lot of work with the Navy. All of the government entities that  
827 needed to be dealt with were right down my alley.

828 I went down and talked with them. This was '98. Ended up agreeing to go and be  
829 essentially their project manager for bringing the Midway here. At first, I had  
830 misgivings for a good while before I agreed to come forward because I worried  
831 whether this was really good urban planning like a lot of people were worried about  
832 to have this old aircraft carrier on the front doorstep of San Diego. There were a lot of  
833 people who were resisting it, but as I went in to talk to [the organizing group], they  
834 were so remarkably committed to it. They had been after it since late '92, early '93. So  
835 it was like five, six years that they had been working to get this aircraft carrier.

836 They had no public money. They were spending their own money and they were  
837 doing it out of the goodness of their heart because they thought it would be a  
838 wonderful tribute to the Navy's history here and to the public to show how freedom  
839 really is preserved and the technology that's encased in all of that. They were just so  
840 great and they were doing the whole thing [with a few volunteer leaders]. They had  
841 been going like that for five or six years and they were just committed to do it. There  
842 were some of these people who had called me in addition to Malin.

843 There were John Hawkins and Patti Roscoe and a fellow named Dick Burt who was a  
844 lawyer who is now dead and a few others. Alan Uke who was really the founder of the  
845 whole idea of bringing the Midway here called me. I had known him, too, from earlier  
846 during his campaign to become a U.S. congressman. One of the jobs I had at the  
847 company for many years was to handle our Washington interface with the congress  
848 and the executive department. [That's how I knew him from my SAI days.]

849 **WEISS:** Was it always the idea that Midway would come here and be a museum?

850 **NICHOLS:** Yes. It was going to be a museum open to the public. We would convert  
851 it from being a ship into an active museum. Once we got into it and we had – Alan  
852 Uke had already gotten some surveys done that showed, even though there was some

853 public resistance to the Midway, a huge percentage of the people thought it was  
854 really a great idea, but the leadership of the community wasn't for it for a number of  
855 reasons. My job was to go in and sort of get it moved through the process and change  
856 people's minds and solve issues that were keeping it from happening. A small group  
857 of people is always what makes something happen, right?

858 There were several key people that were in the process who would never have gotten  
859 it without their help. I was part of that little group that managed to make it to the  
860 end. It turned out, of course, to be remarkably better than we'd ever guessed. I mean  
861 we thought about all the ways that it would be good and useful and it's just  
862 outstripped that by incredible amounts. We thought we might get \$700,000.00 a year  
863 through the thing. It's doubled that. So it's a remarkable success.

864 **WEISS:** As you remain active today?

865 **NICHOLS:** Yes, I was the second chairman. Malin Burnham was the first chairman  
866 for the new museum when we first got the ship. He was chairman for three years and  
867 then I was chairman for three years and I'm still on the board.

868 **WEISS:** Have you found a way or encouraged the staff at the museum to bring in  
869 students and get them to be interested in technology and science through the ship?

870 **NICHOLS:** Oh yes. We have a strong program and it's very effective in the STEM  
871 side of things. We have a full education department and we teach teachers. We have  
872 teachers that come in and learn and get curriculum for their classrooms and they  
873 bring the kids in. They've got [lesson plans] that they've worked out beforehand  
874 about what they're going to work on and we have docents and hands on experiments  
875 showing them things and using the ship and aircraft to show them all these science  
876 principles. You've got everything from weather to currents and how the ocean works  
877 and navigation and flight. So you've got all of this at your disposal.

878 The kids learn it because it's real to them instead of sitting in the classroom. Teachers  
879 love it. It's just getting larger and larger. We have got new, good technology for  
880 doing things visually in the ship and we have these new classrooms. We call it  
881 Midway University. We're doing things now to reach out to other areas to give them  
882 lessons through the Midway University video. So it's worked out just tremendously.  
883 Thousands of students go through there every year.

884 **WEISS:** You have another science education institution, the Reuben Fleet Science...

885 **NICHOLS:** That's one of my favorites, yes, indeed. I felt that it was such a  
886 worthwhile organization for purposes of capturing these kids much like the Midway  
887 has done. They have a very good hands-on program, as you know there, where you  
888 get the interactive experience between the museum exhibit, whatever it is, and the  
889 person watching or looking or playing with the exhibit. That personal interaction is  
890 just a wonderful thing to cause people to remember what's going on rather than  
891 reading it in a book. You really get a hands-on experience of how things happen.

892 I thought, "What better way can we get young kids attracted to the sciences before  
893 they get scared of them and turned off at about the seventh or eighth grade? If we can  
894 capture their interest when they're in the third, fourth and fifth grade they're apt to  
895 be more prone to come and continue that and when they grow up and they go to  
896 school we can hire them. If they're not around, if they've gone into journalism, if  
897 they've gone into medicine, we're not going to get them. So let's see if we can't do  
898 that."

899 I talked to Bob about supporting the museum. He agreed to do it and we gave them  
900 some money. Not very much, but more than we had given anybody else in a  
901 charitable way out of the company at that time. People could do things on their own,  
902 for charities and things like that but early on the company didn't really do much  
903 [charitable giving] out of company funds.

904 For example, we had people in offices all over the country who needed money to do  
905 charitable things and if we took company funds and gave them to a San Diego  
906 institution it didn't really help those people outside [San Diego]. It was more like we  
907 were headquarters and more important than they were. It was very hard to get money  
908 out of the company to do stuff locally unless we did it in many other places as well in  
909 similar amounts and those amounts weren't generally available. A lot of times things  
910 just didn't happen.

911 This was one of those things that did happen. I went on the board of the Reuben  
912 Fleet and I was on it for like 13 years or something like that. I still work with them.  
913 We're now working on this hall that I mentioned, this Hall of Science and  
914 Technology Leadership that's going to be developed at the Reuben Fleet. I'm on the  
915 committee to help with that. It's like the Midway in that regard. It's a wonderful way

916 to get kids interested in science, technology and engineering and math through  
917 interaction with the exhibits.

918 **WEISS:** You were mentioning that hall. You hope to have put together and named  
919 in honor of Dr. Beyster and his wife?

920 **NICHOLS:** I hope so. I don't know that it's going to happen. It's an expensive  
921 proposition but we're working on it.

922 **WEISS:** You also are a director emeritus of a Professional Service Council, which is  
923 a Washington, D.C. based trade association. Tell me how that organization  
924 functioned and how long did you stay active with that?

925 **NICHOLS:** Well I was active quite a lot up until the time I left SAIC in '92 and  
926 never really went back after that. When SAIC regressed a little bit, after the '95  
927 America's Cup, they supported teams that would try to win the Cup back from New  
928 Zealand. One team they supported was a group called America One and it was Paul  
929 Cayard's team out of San Francisco. They ended up getting me to go and go to work  
930 with Cayard to try to raise the funds necessary for him to win the America's Cup  
931 down there. I worked with Cayard in the 2000 event. Now why did I mention that? I  
932 regressed on that because we were just talking about what?

933 **WEISS:** We were talking about the Professional Service Council.

934 **NICHOLS:** Ah, the Professional Service Council. The time that I was working with  
935 the company, a lot of my time was spent looking at policy matters that related to our  
936 kind of company. There was an organization that got started called the Professional  
937 Services Council and it was representatives, leaders of companies that sold  
938 professional services, professional technical services by and large. Places like  
939 Braddock, Dunn and McDonald and PRC and Computer Sciences Corporation and  
940 A.D. Little and many others that are technical services companies like SAI. We  
941 created this group called the Professional Services Council to be their representative.  
942 We supported the Professional Services Council with funds.

943 They tried to impact policy that would affect companies like ours. Sometimes the  
944 government would decide, "We don't want to have these technical services  
945 companies doing government work because we want to have the employees ourselves  
946 and we don't want to be reliant on industry." But the fact of the matter is, many

947 people don't want to work for the government. Many are entrepreneurial. Things  
948 have to move faster for them. They don't like all the red tape. They don't like the  
949 hierarchical system and they probably can't get paid enough in there. It is all based  
950 on, as I mentioned before, longevity versus capability frequently in the civil service  
951 system. It is just not going to happen.

952 But occasionally Congress who doesn't necessarily understand all that would decide  
953 they were going to get rid of us. We had to have an organization that helped explain  
954 to Washington what we did and why it was necessary. That was a big thing. There are  
955 lots of other smaller policies like compensation and labor rules and things of that  
956 nature that this organization would address and then try to work out reasonable  
957 solutions with the government. It was literally our trade association.

958 **WEISS:** In terms of other businesses here, you went on the board of something  
959 called Space Micro. What does that company do? I see they are finalists in the 2016  
960 San Diego Manufacturing Awards. We're interested kind of in material sciences, too.  
961 So how is this company doing and were they a small start-up here that's just been  
962 growing?

963 **NICHOLS:** They were. Space Micro Inc. was started by a fellow named Dave  
964 Strobel. It turns out that Strobel had been at SAIC and indeed Dave and I were in the  
965 Air Force together back in the late '60s, early '70s. So I'd known of Dave for a long  
966 time and occasionally we would see each other after he left SAIC and started another  
967 company before this one. They sold out and started this one.

968 I had an investment with a fellow who had formerly been a partner of Dave Strobel's,  
969 a fellow named David Czajkowski whose father worked at SAIC and David C. did too  
970 when he was younger. I had an investment with David Czajkowski in another  
971 company and they ended up merging it into Strobel's company and he went to work  
972 with Strobel as president. Strobel is the CEO and the [Chairman of the Board]. Their  
973 meat and potatoes largely is making small radiation-hardened radios for satellite use  
974 in harsh atmospheric conditions. They do a very good job of it.

975 They are a small company, probably \$15, \$16 million [annual sales] right now but with  
976 a lot of capability. It's sort of a niche capability and they do it very well and they do it  
977 less expensively. They've got good designs and a bunch of good people. The company  
978 is going to do I think pretty well. I got together with them and they were running into  
979 some trouble.

980 They called me and said, "Can you come and help?" I wasn't going to ever be on a  
981 profit making board anymore. I wasn't going to – but here I am now on another profit  
982 making board but it's not something I will do normally. If it hadn't been old friends, I  
983 probably wouldn't have done it.

984 **WEISS:** So what do you see? They're San Diego based with all their staff here and  
985 engineers?

986 **NICHOLS:** Yes.

987 **WEISS:** What do you see is the future of space technology in terms – and how do  
988 you think San Diego's future looks in that realm?

989 **NICHOLS:** I think pretty good. I mean we've got people like ViaSat attacking the  
990 one side of it with their products. Then the Space Micro's of the world – the world is  
991 going towards these mini satellites, the M-I-N-I satellites. They are these little  
992 clusters of satellites and they're inexpensive and they don't stay up long. So people  
993 who can provide reliable communications equipment to those satellites over short  
994 periods of time inexpensively are going to do very well.

995 I think at least Space Micro is positioned to do well in that world. There's now much  
996 more commercial activity than there was, of course, and that may well be where the  
997 future is. Certainly a part of the future is there. How much the government will be  
998 involved in it other than as a piggy-back on a payload on these commercial rockets, I  
999 don't know, but clearly it's getting less expensive. These commercial organizations  
1000 are finding ways to make things reusable and therefore cheaper. So it becomes more  
1001 economical for people to use space assets than it's ever been and it's only going to get  
1002 better.

1003 **WEISS:** What about drone technology and its impact in terms of manufacturing  
1004 here in San Diego and future applications?

1005 **NICHOLS:** I don't have much knowledge about the drones other than I worry  
1006 about the ethical problems associated with using drones in remote ways where  
1007 somebody can sit in Colorado and kill somebody in Afghanistan because I just  
1008 wonder whether the people would operate the same way. You don't want to subject  
1009 people to the terrors of going in and fighting wars hand to hand but at the same time  
1010 I think we have to think about the ethical implications of those kinds of things. I

1011 worry about the ethics of people in organizations and I put money into Texas A&M,  
1012 my undergraduate school, to work on the better programs for teaching how to deal  
1013 with ethical situations.

1014 **WEISS:** What about in terms of networking and other start-up companies here in  
1015 San Diego? Were you ever involved in CONNECT or EvoNexus? They have incubators  
1016 and accelerators. What do you think of that whole concept in terms of keeping the  
1017 San Diego vibrant and the future for the whole technology?

1018 **NICHOLS:** I think it's great. I was not ever heavily involved in CONNECT but we  
1019 had people who were. Bill Otterson in the early days did a tremendous job of getting  
1020 that stuff moving and trying to connect the people out of the universities with the  
1021 people in the technology arena. I think it's just done very well. I think we have a very  
1022 collaborative attitude generally in San Diego and a lot of it I will lay at the table of  
1023 Connect for having gotten that started. There has always been a lot of collaboration  
1024 between organizations in certain areas, the life sciences people and the space people  
1025 and what have you.

1026 Of course these incubators are just wonderful because that's just the place, as the  
1027 name implies, where things get started and grow out of an incubator. It's inexpensive  
1028 to get started and you have these areas where people of like interests can talk to each  
1029 other because their offices are close by and you have a number of great investment  
1030 organizations in this town who are watching for the new things coming out. So they  
1031 get exposure to the investors. We've got a very, I think, robust system for a little out  
1032 of the way town, San Diego, in the corner of the country.

1033 **WEISS:** Where are the technology hubs today in San Diego?

1034 **NICHOLS:** Where are they?

1035 **WEISS:** Yes.

1036 **NICHOLS:** Well of course in North County, Torrey Pines area and all across the  
1037 north, Miramar, out in there where Qualcomm is certainly. Even downtown, now the  
1038 Downtown Partnership is fostering these younger companies and helping to get them  
1039 going.

1040 **NICHOLS:** Well Mark Cafferty is the head of the Regional Economic Development  
1041 Council and they represent a countywide, regional wide group of companies that are



1042 banded together to try to make business conditions better for those companies,  
1043 bringing in new companies, making the existing companies have fewer impediments  
1044 to growth. There are a lot of technology companies associated with Mark's  
1045 organization.

1046 Then there is the Downtown San Diego Partnership. That's headed by a lady named  
1047 Kris Michell, K-R-I-S and then M-I-C-H-E-L-L. She's a former chief of staff to the  
1048 mayor and has done a great job in understanding our downtown businesses. They  
1049 represent the downtown effort. I think one of the sleepers in this whole technology  
1050 development area is the Downtown San Diego partnership. We tend to identify  
1051 things with science parks that are out in the suburbs but I believe if you talk to Kris  
1052 Michell you'll find out there's a lot going on in these incubators downtown and other  
1053 businesses that we haven't really mentioned.

1054 **WEISS:** If you look back from your years of experience with SAIC and Dr. Beyster  
1055 and your association with him, how did you see him change over the years in terms of  
1056 his management. You said he was always shy and what his visions for the future were  
1057 and how the SAIC going public, if you feel comfortable commenting on that.

1058 **NICHOLS:** Well I didn't see Dr. Beyster change much in his general attitude about  
1059 things over all those years. He got older. He was certainly wiser. He certainly  
1060 continued to grow in many ways. I used to say early on, "We can't continue to run  
1061 this company like this and grow," and we would still run the company like that and it  
1062 would still grow. I must have said that ten times and it still grew. So I stopped saying  
1063 it.

1064 But Bob's methods worked. He was very much of a hands-on man and he stayed that  
1065 way. He wanted to be close to the people who were doing the work. If there was  
1066 something interesting they were doing, he'd be right in there hearing about it or  
1067 pulling them in to have them give presentations. He did not change that much.

1068 He was a great believer in employee ownership when he saw how it worked. He  
1069 thought it was fair and he thought it was a tremendous way to keep people working  
1070 together when they might have otherwise said, "To heck with it," and gone off and  
1071 done something else. So he saw it as a wonderful glue and I did, too. It was the thing  
1072 that kept SAIC moving.

1073 As for public market, Bob always felt like the people that made out in the public  
1074 market were the people that kept a lot of stock and they had big, big money in the  
1075 organization. It was to their personal best interest to take it public because they got  
1076 multiples on the stock that they had and they'd become wealthy and they'd go off and  
1077 enjoy life. Bob's life was working in the company to the point where when he started  
1078 out he had close to 100 percent of the stock. When he died, he had less than two  
1079 percent of the stock.

1080 He was quick to give – we had stock program committees which I sat on many times  
1081 and sometimes the committee would not be interested in giving a particular  
1082 individual more stock because we were worrying about that person—maybe felt that  
1083 he hadn't really produced enough yet and worried about whether they were on the  
1084 right track. But Bob who was excited about these people and would take his own  
1085 stock and give it to them. So if he couldn't get it through the committee, he'd do it  
1086 himself and take it out of his own shares. So he wasn't a believer in this whole idea of  
1087 a public market. I think it cost him a great deal of personal pain when the company  
1088 went public after he retired.

1089 **WEISS:** In terms of the SAIC today, do you involve them in some of the educational  
1090 efforts now and try to involve staff at the Fleet or at the Midway or other  
1091 organizations you're active with?

1092 **NICHOLS:** You know, at this stage, it's 2016, and I haven't been around the  
1093 company much after Bob retired, anyway. I don't really know a lot. The company is  
1094 now broken into two pieces. It's SAIC and Leidos. They are two different companies.  
1095 They moved the headquarters from San Diego to Virginia. As a consequence of that,  
1096 they're less visible now than they even were before in the community. So there's  
1097 really no corporate management here to interact with on local stuff.

1098 I am sure SAIC people – and I know some of them still – are engaged in charitable  
1099 and community work here in San Diego. There are lots of people still here, probably  
1100 4,500 I would guess or something like that in San Diego. Maybe fewer at this point. I  
1101 don't know. But not that many fewer.

1102 I know that there is a culture of individuals doing things in the company because  
1103 they're that kind of people. But I don't see an organized effort here like we used to  
1104 have when they were involved with things like volunteers for the America's Cup,  
1105 volunteers for the Super Bowl. I used to be able to go to the company and pull out a

1106 handful of very smart volunteers and figure out what it is that they were excited  
1107 about doing and let them go do it. But I just haven't done that in recent years because  
1108 the people are mostly gone that I knew and the management is not here.

1109 **WEISS:** Are there any other comments you want to make about your time or any  
1110 people here?

1111 **NICHOLS:** Well one thing that we didn't talk about and I have very little  
1112 knowledge about because I was in Australia when most of this was going on – excuse  
1113 me, I was in New Zealand working in the 2000 America's Cup with Paul Cayard, the  
1114 America One Organization. But the company had the responsibility for issuing the  
1115 domain names for the Internet. It was like something we spent around \$5 million on,  
1116 something of that nature as I understand it. It went on to be sold later on for a huge  
1117 amount of money, in the billions.

1118 The people who were most involved with that, as I understand it, are a fellow named  
1119 Mike Daniels and a gentleman named Bob Korzeniewski. I would think that they  
1120 would be just a wonderful two to interview because it was the Internet. To digress a  
1121 little bit—when the Internet was first becoming an interest out of DARPA in the old  
1122 days when this started in the government, Bob became interested in it early on and  
1123 was trying to encourage people in the company to get involved and figure out –  
1124 because it was going to be something important.

1125 It was going to really change the world in his view. He didn't make a big deal out of it  
1126 but he kept just trying, urging people to explore more about it and figure out what  
1127 was going to happen and try to be a leader and participant which the company did.  
1128 One of the ways we did was through this Network Solutions that became an  
1129 enormous economic benefit to the shareholders of SAIC.

1130 **WEISS:** That is another great area to be explored now. Well thank you very much.  
1131 We really appreciate your time, your contributions, your expertise in terms of your  
1132 times with SAIC and beyond with all the different organizations and businesses  
1133 you've been involved with. So thank you.

1134 **NICHOLS:** You are quite welcome.

**END INTERVIEW**

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**The San Diego Technology Archive (SDTA)**, an initiative of the UC San Diego Library, documents the history, formation, and evolution of the companies that formed the San Diego region’s high-tech cluster, beginning in 1965. The SDTA captures the vision, strategic thinking, and recollections of key technology and business founders, entrepreneurs, academics, venture capitalists, early employees, and service providers, many of whom figured prominently in the development of San Diego’s dynamic technology cluster. As these individuals articulate and comment on their contributions, innovations, and entrepreneurial trajectories, a rich living history emerges about the extraordinarily synergistic academic and commercial collaborations that distinguish the San Diego technology community.