

Barbara Bry

Interview conducted by

Caroline Simard, PhD

November 4, 2003

SAN DIEGO TECHNOLOGY ARCHIVE



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Barbara Bry



Barbara Bry is a serial entrepreneur who is currently the chief operating officer for Blackbird Ventures that invests in and incubates early stage technology companies. In addition, she and her husband Neil Senturia teach entrepreneurship at UC San Diego and write a weekly column on entrepreneurship for U-T San Diego. The companies / organizations that she helped to start include Proflowers, Provide Commerce, San Diego Athena, and Voice of San Diego. In addition, she was the associate director of CONNECT during its early years, and she developed many of CONNECT's signature programs including Springboard and The Most Innovative New Products Awards.

She has received numerous honors including the KPBS-Local Heroes Award, the CONNECT Lifetime Contribution Award/Technology, the Athena Founder Award, recognition as a "Woman Who Means Business" by the San Diego Business Journal, the Sara Moser award from Planned Parenthood in recognition of her advocacy efforts for women, and she has been inducted into the San Diego Women's Hall of Fame.

Barbara has a Bachelor's degree in sociology and a Master's degree in education from the University of Pennsylvania, and she earned a Master's in business administration degree from the Harvard Business School. She and her husband Neil have four children between the ages of 27 and 31.

THE SAN DIEGO TECHNOLOGY ARCHIVE

INTERVIEWEE: Barbara Bry

INTERVIEWER: Caroline Simard, PhD

DATE: November 4, 2003

LOCATION: San Diego, CA

1 **SIMARD:** Can you tell me a little bit about the genesis of CONNECT in 1985?

2 **BRY:** Sure. I wasn't at the founding, so this is second hand.

3 **SIMARD:** Yeah.

4 **BRY:** I was involved in a peripheral way. In the early 1980s San Diego competed for
5 something called MCC, the Micro Computer Consortium, and we competed with
6 cities all over the country to get this, and Austin won. We were the finalists. Austin
7 and San Diego were the two finalists. A retired admiral, named Bobby Inman, was the
8 head of it and it was very high profile. It turned out not to be such a big deal, [Laugh]
9 but at the time . . .

10 **SIMARD:** At the time it was a big deal?

11 **BRY:** Right. We lost. One reason, Bobby Inman told San Diego, that we lost was
12 because there was very little interaction between the university and the community.

13 **SIMARD:** Interesting.

14 **BRY:** Dan Peg who is at Leap Wireless I believe, he was then the president of the San
15 Diego economic development corporation. So he'd been there, and I was writing
16 about this for the L.A. Times, so that's how I was peripherally involved.

17 **SIMARD:** Oh, interesting.

18 **BRY:** I was a business writer at the L.A. Times. He was thinking, "We've got to do
19 something to get the university more involved in the community." Other business

20 leaders were starting to think that at the same time. A group of people approached, I
21 think, Dick Atkinson, who was then the chancellor. Dick got Mary involved, and out
22 of all of that came CONNECT.

23 **SIMARD:** Okay.

24 **BRY:** CONNECT was formally launched in the fall of 1985. They did a seminar on
25 raising capital, but there was no permanent staff at that point. Mary had people at
26 Extension who worked for her and who helped organize it. Then they started to look
27 for a director, a full-time director, and found Bill Otterson who was a successful
28 retired entrepreneur. It's a shame you can't interview him, because he's dead. He was
29 hired in March of '86. At that point in time I had a child who was a year old and I had
30 been out of the workforce, but I was maybe thinking about going back to work. I had
31 a neighbor who was a venture capitalist who was one of the founders of CONNECT.
32 His name is Buzz Woolley. You may want to interview Buzz. I had worked for him a
33 little bit when he was a venture capitalist, but he was retired also at that time. He had
34 actually funded Bill's company that had been so successful. I mean, it's such a little
35 world in San Diego. He knew Bill was a great idea person, but Bill would never make
36 sure things got done. So, he said, "Well, Bill, you really need somebody like Barbara
37 Bry. She doesn't want to work full-time, which is fine. She'll just come in and make
38 sure that things get done." And that's how I ended up at CONNECT, [Laugh] in the
39 spring of '86. The deal was, "You can have flexible hours" and I had two kids at that
40 time.

41 **SIMARD:** Yeah. You must have been busy?

42 **BRY:** Yeah.

43 **SIMARD:** I only have one, and whew!

44 **BRY:** Yeah. [Laugh] I didn't want to have a 9 to 5 job, but I wanted to do something
45 interesting, and with purpose.

46 **SIMARD:** Which is often difficult to find.

47 **BRY:** Well, believe me, I did not get paid well. [Laughter] I made up for it later,
48 but . . .

49 **SIMARD:** Working for a university is never – yeah.

50 **BRY:** Yeah.

51 **SIMARD:** Also now, you're famous because of your work there. So, Bill Otterson was
52 not employed at UCSD at that time? He was a retired entrepreneur?

53 **BRY:** He was a retired entrepreneur. And they . . .

54 **SIMARD:** And they brought him in?

55 **BRY:** They brought him in six months after the program started. There is actually a
56 case study that some professors at Pepperdine wrote about us. I have it at home. It's
57 quite good, I'll Xerox it for you.

58 **SIMARD:** I've been looking for that.

59 **BRY:** It involved Ron Stead and Bill. I have it at home. I need to bring it in anyway. I
60 could Xerox it.

61 **SIMARD:** Great. And so, what was your original vision?

62 **BRY:** The vision hasn't changed too much, which is good and bad, because things
63 have to change [Laugh] or they die. The formal name was the UCSD Program in
64 Technology and Entrepreneurship. That's certainly a mouthful. So, very quickly a
65 local PR firm named us CONNECT. This was actually done before Bill and I got there.
66 We were CONNECT because we were connecting technology entrepreneurs with the
67 resources they need for success, which were technical, financial, managerial, teaching
68 them how to run businesses. Lots of them are scientists and engineers. And we
69 provided technical resources, by linking them to the research capabilities of the
70 university.

71 **SIMARD:** Did you cater a lot to university professors who wanted to start a company
72 on the side, or was it more widespread community?

73 **BRY:** It was more widespread community, but at various points we tracked it. About
74 a third of the people we worked with had a UCSD link.

75 **SIMARD:** Oh.

76 **BRY:** Meaning that at least the technology came out of UCSD, or they were alumni of
77 UCSD, or they were on the staff at UCSD. About a third of the people had a link to
78 UCSD, but they didn't have to.

79 **SIMARD:** No. Was the original CONNECT more involved in the biotech industry?

80 **BRY:** No, we were involved in both.

81 **SIMARD:** Both?

82 **BRY:** Irwin Jacobs was on the founding committee.

83 **SIMARD:** Already? Okay.

84 **BRY:** Yeah. He was starting Qualcomm at about the same time that CONNECT was
85 getting started. I have a picture of Irwin, and me, and Bill at one of the first
86 CONNECT seminars in April of that year. We were focused on the entire technology
87 industry: software, telecom, biotech, biomed, everything.

88 **SIMARD:** Any focus on the science industry in the area also?

89 **BRY:** Sure. Yeah. I mean, if they were technology related.

90 **SIMARD:** Right. High tech?

91 **BRY:** Orincon, General Atomics, and all those kinds of companies were involved with
92 SAIC.

93 **SIMARD:** SAIC? Okay.

94 **BRY:** Yeah. All of them were involved in CONNECT. Right.

95 **SIMARD:** Can you tell me, from your standpoint, what are the biggest success stories
96 to emerge out of CONNECT?

97 **BRY:** You know I left seven years ago?

98 **SIMARD:** I did.

99 **BRY:** So, well one of the biggest . . .

100 **SIMARD:** When you were there.

101 **BRY:** When I was there? One of the biggest was at the raising capital seminar in
102 September of '95 before Bill and I joined. At the seminar David Hale gets up to speak.
103 David is, at the time, the CEO of Hybritech, which was just about to be acquired by
104 Eli Lilly. At the seminar are two UCSD researchers, called Harry Gruber and Paul
105 Laikind. They were already thinking about a company called Gensia, which then
106 became Gensia. David then left Hybritech and became the CEO of Gensia. Then they
107 went on to start another company called Viagene, which then became something
108 else. Actually, Paul and Harry are still very much around. Paul is now CEO of another
109 company. You could probably type his name into Google and find him. Harry then
110 went on to Intervu, which had nothing to do with biotech. It was bought by Akamai
111 for hundreds of millions of dollars, and Harry got his money out before the world fell
112 apart. He's now doing a company called Kintera, which does CRM software for
113 nonprofits. When you just think of all the things that came out of that, that was one
114 of our early success stories. You know what I should have brought? I might still have
115 them at home. They're all these CONNECT directories. But . . .

116 **SIMARD:** So, you have the CONNECT directories?

117 **BRY:** Carole Ekstrom will. Do you know Carole?

118 **SIMARD:** No.

119 **BRY:** I can give you how to get hold. Carole was the director of membership at
120 CONNECT, and putting together the directory was her job. I'll give you where she
121 works right now, because you should interview Carole. She'll talk your ear off.

122 **SIMARD:** Oh, that'll be great.

123 **BRY:** She works at a company called Office Pavilion. It's such a little world. Her boss
124 is in my TEC group. It's because I met her boss and then Mickey joined. This is a little
125 town. Carole would have all the directories -- I might have saved some at home, but I
126 didn't . . .

127 **SIMARD:** That's great.

128 **BRY:** If anybody has them Carole does. At certain moments I've just thrown
129 everything away. But, Carole would probably show people, associates or whomever,
130 these things to help her get a job. So, that was a big success story.

131 **SIMARD:** Anything that comes up in the wireless or telecom industry? Basically
132 there you have the sum of the whole biotech family?

133 **BRY:** Right. Which all came out of Hybritech.

134 **SIMARD:** Right. Right.

135 **BRY:** We helped lots of companies raise money and every year we used to do a
136 Financial Forum where we would have venture capitalists come and the
137 entrepreneurs could present. We also did a biotechnology corporate partnering
138 forum, and we used to track who raised money every year, but I don't have any of
139 those. Probably CONNECT has kept some of that. We would do the forum and then
140 nine months later we'd follow up and find out who had raised money. I was always
141 careful about tracking all of this, because it was very nice to have data. We helped
142 companies raise X-hundred million and I'd know who did what. But, it was seven
143 years ago. I just can't . . .

144 **SIMARD:** Well, that's just great.

145 **BRY:** My current husband and I started a company and we were certainly helped by
146 CONNECT.

147 **SIMARD:** What was the company?

148 **BRY:** Our company was called Atcom, and we were the first to do internet and email
149 kiosks and high-speed internet access in hotel rooms.

150 **SIMARD:** Oh wow.

151 **BRY:** Yeah. And we raised \$3 million. I have a Harvard MBA, but I joked that I got a
152 second MBA at CONNECT. We raised \$3 million in friends and family money, and we
153 raised \$5 million in venture capital, and then we sold the company for \$80 million.

154 **SIMARD:** How did you end up in San Diego after your Harvard MBA?

155 **BRY:** I married somebody here.

156 **SIMARD:** Okay.

157 **BRY:** Yeah. It was not where I wanted to be, believe me. [Laugh]

158 **SIMARD:** That's okay.

159 **BRY:** I thought it was the end of the world back then.

160 **SIMARD:** Really?

161 **BRY:** Yeah. But I hope CONNECT has kept the data, you know.

162 **SIMARD:** I hope so. I don't know.

163 **BRY:** The case study should have some stuff in it.

164 **SIMARD:** Great. Yeah, that'll be very useful. I'm trying to also find out about the
165 relationship with the different UCSD programs. How did you interface with UCSD?
166 Was there something with the Tech Transfer Office?

167 **BRY:** We sat in University Extension, which was probably a good place to be housed.
168 Because, if you put us in the Department of Biology, then it would have only been for
169 biologists. If you put us in Engineering, the same thing. And if you put us in the Tech
170 Transfer Office, oh my god, everybody still hates the Tech Transfer Office.

171 **SIMARD:** Right. Right. [Laugh]

172 **BRY:** We were in this neutral place where we could work with everybody. I
173 remember in the late '80s UCSD started the Center for Molecular Genetics, and we
174 helped them raise some money. We helped them put on a symposium. We helped
175 them develop a series to interact with industry. We worked with professors from any
176 department who had ideas for businesses. One of the professors we actually worked
177 with was Ramesh Jain. He just left, I believe. He started a company called Virage. I
178 think that's still around. I'll type him into Google. They moved to northern California,
179 unfortunately. He then started another company called Praja, that went bankrupt,
180 but [Laugh] that's another story. Yeah, Virage.com. They're still around.

181 **SIMARD:** What do they do?

182 **BRY:** What do they do? I never could understand what they did. [Laugh]

183 **SIMARD:** I can Google it.

184 **BRY:** You can look at their website. They're actually still around. Company fact sheet.
185 "Number one provider of video enriched media communication software."

186 **SIMARD:** So if a professor came to you and said, "I'd like to start this company," then
187 I guess it was not in your business to say, "Go to TTIPS [Technology Transfer and
188 Intellectual Property Service] to get a patent first"? Or . . .

189 **BRY:** No, we would tell them that. If they were at UCSD we would tell them they had
190 to go over to the Tech Transfer Office.

191 **SIMARD:** Right. And then they can come see you when it's time for them to raise the
192 resources?

193 **BRY:** Right. Actually, most of them were savvy enough to have done that.

194 **SIMARD:** Yeah.

195 **BRY:** At that moment in time we actually had a very good relationship with the Tech
196 Transfer Office. A guy named Marty Rachmiller was the head of it. A guy named
197 Larry Brand was there. Larry may still be there. They participated actively in what
198 CONNECT did.

199 **SIMARD:** Yeah. Okay.

200 **BRY:** We had a very good relationship. They'd actually refer people to us. Larry sat on
201 the Advisory Committee for a Biotechnology Corporate Partnership Forum. It was a
202 very good working relationship back then. I have no idea what it is today.

203 **SIMARD:** How did you identify potentially successful companies or ideas back then?

204 **BRY:** It wasn't our job to identify them.

205 **SIMARD:** Okay. Okay.

206 **BRY:** We're just here to provide an opportunity for anybody.

207 **SIMARD:** Exactly. You provided the forum and then if it was meant to be funded . . .

208 **BRY:** Yeah. For the Financial Forum we used to get over a hundred business plans for
209 thirty-five slots, and it wasn't Bill and I who chose the thirty-five. We had an Advisory

210 Committee of successful CEOs and people from the law firms and banks. They
211 selected.

212 **SIMARD:** Okay.

213 **BRY:** Yeah. Not us. [Laugh]

214 **SIMARD:** All right. How did membership grow over time?

215 **BRY:** When Bill and I got there in the spring of '86, they had raised \$100,000 by
216 telling some companies, "Pay \$2,500 once and we'll never need money from you
217 again." Most of it had been spent by the time we got there. Maybe there was \$25,000
218 left. We realized this could not be a self-supporting business model in terms of the
219 startup companies being able to fund it. So, we very quickly developed a sponsorship
220 model and told the service firms that it was, at that point, \$2,000 a year. Some people
221 wanted us to make it \$1,000 and we said, "No. Make it two, because if they're going to
222 spend one, they're going to spend two." And we said, "With one, we have to get twice
223 as many." We don't want to do that. Then also, for each event we did we raised
224 sponsorship money. At the beginning we only raised money from the service ones,
225 and a year later I said, "This is ridiculous. A lot of the technology companies can
226 afford to pay something," and I said, "They should pay something, even if it's only
227 \$100." Then we started memberships, which were on a sliding scale of \$100 to \$2,500
228 depending on your size. So, the big ones paid the same as the service providers.

229 **SIMARD:** All right. The membership grew pretty quickly then?

230 **BRY:** It grew over time. When I left CONNECT in '96 we had over 500 members and
231 sponsors. It was only seven years ago, and I have no idea what it is today.

232 **SIMARD:** I have the latest directory. Just . . .

233 **BRY:** Yeah. I didn't even know they printed one in years.

234 **SIMARD:** Yeah.

235 **BRY:** Well, good.

236 **SIMARD:** They printed one. I got it last summer. It's great. [Laugh]

237 **BRY:** Our budget was close to \$2 million, and I know it's about half that now. The
238 peak was really '96-'97. Part of it's because Athena was a part of CONNECT and it is
239 separate now. But . . .

240 **SIMARD:** Did you help start Athena?

241 **BRY:** I did start Athena. I started it as a part of CONNECT and then it split off from
242 CONNECT but stayed within Extension.

243 **SIMARD:** Athena was specifically geared for women?

244 **BRY:** Yes. Always.

245 **SIMARD:** Why did you decide to start it?

246 **BRY:** This was the late '80s and we started seeing more women coming to our events.
247 It was just an idea to start having lunch with some of them. We just started it as
248 informal lunches with the women who were coming to our events. Hopefully you'll be
249 interviewing Martha Dennis, if you haven't already.

250 **SIMARD:** This morning I did.

251 **BRY:** Oh, okay. She hosted the first Athena event at her office.

252 **SIMARD:** Wow.

253 **BRY:** Which was then PCSI, Pacific Communications Sciences.

254 **SIMARD:** I know, biotech and wireless were very male-dominated industries.

255 **BRY:** Yeah. Karen Klaus hosted one of the first Athenas at Hybritech. She was then
256 the VP of Strategic Planning at Hybritech. She's now chief operating officer of a
257 company in Orange County, but still lives here.

258 **SIMARD:** Okay. I think I'm almost finished. If you can speculate a little bit, do you
259 think there were any policies at the city/county level, in San Diego in general, that
260 made it a favorable environment for entrepreneurs?

261 **BRY:** That's funny. I never thought of that as one of our success factors. I should have
262 read the case study before today because it would have refreshed my memory. But,
263 we used to go down a list of reasons why we thought CONNECT had been successful.

264 The first was, we were at the university. So we were in a prestigious place that was a
265 neutral place. Number two, we had widespread community support from the
266 beginning, across all industries, and we had service providers who were willing to
267 share. We developed our first database because all the service providers gave us all
268 their client names.

269 **SIMARD:** Oh. [Laugh]

270 **BRY:** Third, we thought the geography of San Diego was favorable, that we're very
271 cohesive, while in L.A. everything's just too spread out. We felt the geography helped
272 us. Back to the university one, we felt being in Extension at the university was key.
273 Not just being at UCSD, but being at Extension. Those were some of the reasons.

274 **SIMARD:** More neutral?

275 **BRY:** And I don't know what number this is, four, we felt the fact that we had
276 entrepreneurial leadership, that we were led by Bill Otterson, who was a successful
277 entrepreneur. We were not led by a business school professor.

278 **SIMARD:** Right. They often don't speak exactly the same language, and that would
279 have been difficult. Did you have some professors that came and gave seminars?

280 **BRY:** UCSD had no business school, which may have been a blessing. Oh, and
281 then . . .

282 **SIMARD:** Because they would have appropriated it?

283 **BRY:** They would have appropriated it. It was, "Oh, you're not academically
284 appropriate. You don't meet the criteria of the Academic Senate. You and Bill don't
285 have PhDs."

286 **SIMARD:** And they wouldn't have been as . . .

287 **BRY:** Hands on, or respectful of our community.

288 **SIMARD:** Exactly.

289 **BRY:** Then the fifth thing is we were self-supporting, and self-supporting from the
290 private sector. We had to raise money every year from membership sponsorship, fees
291 for our programs, to stay in business. We had customers. That was very important.

292 **SIMARD:** So, you were seen as there to help them, and not as part of the university
293 or the university mission?

294 **BRY:** Yes.

295 **SIMARD:** Right. Okay. I have one last thing I want to clarify, because I know you're
296 very busy. What were the different offerings? There were financial seminars, and then
297 ...

298 **BRY:** We had a series of monthly seminars on different topics related to starting and
299 growing a technology company. It might be raising money, marketing, protecting
300 your intellectual property, recruiting and retaining. Then we started a more formal,
301 structured class that was a nine-week class about starting and growing a company.
302 We'd go with the same thirty-five people through the class, and over time, we
303 recruited different people to teach it. Then we would do forums, like we did the
304 Financial Forum every February and we attracted venture capitalists to listen to
305 business plans from entrepreneurs. That was a big deal, a two-day event. One day for
306 life sciences and one day for everything else. Then in the fall we did the
307 Biotechnology Corporate Partnership Forum, which actually was our biggest revenue
308 generator. That usually generated about \$300,000 in revenue back then, between the
309 sponsorships and the fees. You could charge pharmaceutical companies a good deal
310 of money to come. Then I started a program called Springboard, which still exists,
311 which was to help early-stage companies. We started this because more companies
312 started coming to us needing help and there was only Bill and me who could really do
313 it. We realized we needed a format. Also, we didn't want to be in the position of
314 critiquing people. We needed to be more neutral. With Springboard we were able to
315 put together informal Boards of Directors who were experts and they could offer the
316 advice. When I left we were doing one to two a week. I have no idea what it is today.
317 It's a different venture capital climate today too. It's much different. Every summer
318 we'd do the Springboard lunch and we'd pick the best five companies. Oh, I have a
319 wonderful success story from that.

320 **SIMARD:** Oh good.

321 **BRY:** We picked the best five companies to present. The wonderful story is Judith
322 Zyskind, who is a professor at San Diego State, and she, believe it or not, is older than
323 me. At the time she must have been in her fifties. She comes to see me in my last days
324 at CONNECT. In '97 I was still there a little bit, some of the time. She has developed

325 technology in the biotechnology area. She thinks it has commercial potential. What
326 should she do? This is June, and I know the Springboard lunch is in August. I know
327 nothing about biotechnology, but I know this is a very credible woman and we've got
328 to do something right away. We literally had a Springboard for her the next week.
329 She's great. I mean "great" in terms of its good technology. We have her present at
330 the lunch in August and she raises venture capital as a result of that lunch. There
331 were two venture capitalists in the audience. This is a different time, '97. They both
332 offer her money. The company is called Elitra Pharmaceuticals. It's still very much
333 around. It's raised a zillion dollars. She was a scientific advisor for a while, but is no
334 longer involved.

335 **SIMARD:** Judith went back?

336 **BRY:** Yeah. Judith is back at San Diego State as a full-time professor if you're
337 interested in talking to her.

338 **SIMARD:** And then, you also had the CONNECT awards? The best . . .

339 **BRY:** I started Most Innovative New Product Awards. This would have been like '88.
340 Imperial Bank, which I don't think exists anymore, wanted to fund something. I had
341 breakfast with Cub Parker, who was then the regional head, and he said, "I want to
342 fund something." I said, "Well, Ernst & Young is already doing Entrepreneur of the
343 Year. We need to do something different." I said, "Let's recognize the inventors," and
344 I actually came up with the name, the "Most Innovative New Product Award." You
345 can see it still exists.

346 **SIMARD:** Which became really a staple?

347 **BRY:** Yeah. Actually, the company Neil and I started won it. It was actually so moving
348 to me that I actually won it. [Laugh]

349 **SIMARD:** That's great.

350 **BRY:** Yes.

351 **SIMARD:** All right. My last question that I want to ask you has nothing to do with
352 CONNECT, but can you name the five most important people you think are at the
353 center of the wireless?

354 **BRY:** Oh, wireless. Well, Irwin, obviously.

355 **SIMARD:** Irwin? Yes. Uhm-hmm.

356 **BRY:** Marco Thompson, in terms of what he's done with the Telecom Council. I've
357 not really been involved with the wireless industry. If you're looking at this moment
358 in time, whoever the head of Ericsson is. I would Larry Smarr at UCSD. I don't even
359 know that anybody in venture capital – in San Diego the venture capitalists are
360 funding so little right now. I would have said Bill Stensrud a few years ago.

361 **SIMARD:** Right. Well, he's investing in the new Business School at UCSD.

362 **BRY:** Yeah. Well, he promised them \$100 million years ago, when he was richer than
363 he is today.

364 **SIMARD:** Wow. [Laugh] All right. That's really helpful.

365 **BRY:** Right. I hope you're seeing Marco, because he's great.

366 **SIMARD:** Yes. I've met him once. I'm hoping to meet with him again to talk more
367 about his background.

368 **BRY:** He actually had a company that was helped by CONNECT. He had a company
369 called Doctor Design. He was one of the early entrepreneurs who wandered into
370 CONNECT, who got help from CONNECT.

371 **SIMARD:** Oh great.

372 **BRY:** Funny, when I think of the three most significant people in San Diego who
373 helped our region I think of Irwin Jacobs, Ivor Royston, who's Biotech, and Sol Price.
374 Terrific.

375 **SIMARD:** Who?

376 **BRY:** Sol Price, Price Club Costco. In terms of what he's doing for the community
377 now.

378 **SIMARD:** Right. Right.

379 **BRY:** Now I guess you'd have to say Joan Kroc. But . . .

380 **SIMARD:** That's great. Well, thank you so much for your time.

381 **BRY:** You're welcome.

382 **END INTERVIEW**

Recommended Citation:

Bry, Barbara. Interview conducted by Caroline Simard, November 4, 2003.
The San Diego Technology Archive (SDTA), UC San Diego Library, La Jolla, CA.



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.