

## Reflections on 2004

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For nearly 30 years, Dorothy and I have been sending a year-end newsletter that offers something zany inspired by the previous year, but includes almost no personal news. A few of you have asked for more personal news. Here goes.

We just completed our second year on the faculty of Naval Postgraduate School in Monterey. Dorothy is a professor in the Department of Defense Analysis. That turned out to be an ideal department for her because it aligned so well with the kinds of projects she was involved in during her final years at Georgetown. It is a multidisciplinary department with representatives from many fields including policy, sociology, ethics, counter-terrorism, special operations, information operations, and information technology. Dorothy designed a new course about networks, trust, and influence, which has been very popular among the students. She has taught them conflicts in cyberspace and is now researching to teach a course on terrorist financing.

I chair the Computer Science department and direct the Cebrowski Institute, a research institute dedicated to information innovation and superiority. In the CS department we reoriented our curriculum around the theme "great principles of computing" and have continued to refine the introductory course of that name. We are finding that telling the students stories about how the principles evolved and who did them is more effective than explain in detail how the principles work. This finding is reinforced by Harold Evans's new book, *They Made America*, which tells the stories of innovations over the past 200 years. The stories are far more compelling about how the innovations happened than technical descriptions of the inventions behind them. So we are learning to be better storytellers. I have already compiled a collection of good notes and will be turning them into a book in another year.

Because the Defense Department is interested in building a culture of innovation, we decided to do our part in CS by teaching a course on "technology and transformation", which is about the practices of innovation -- about what the individual must be able to do to be an effective innovator or at least to participate effectively in a culture of innovation. It turns out there is plenty of literature on the theory of innovation and on the common virtues of innovators, but next to nothing about the social practices that make innovators effective. It is

quite a challenge to identify and teach the practices, but we've got a good formulation now and the students are finding it helpful. I have teamed up with Bob Dunham, an executive consultant and teacher of leadership and management, to write a book about this. We are hoping to have a manuscript completed in 2005.

For the past twenty years, the Big Sur Marathon closes down Highway 1 along the Pacific Coast for an April Sunday morning while 4000 runners run northbound to Carmel from a point 26.2 miles south. There is also a Power Walk, in which about 700 walkers are let loose at mile 21.5 and given 6 hours to reach the finish line. There are two shorter walks around the Point Lobos area just to the south of Carmel. It is a huge event, very well planned and executed. Dorothy and I walked in the Power Walk. Even with all our training, we got many blisters and many very, very sore muscles. But we completed the course in 5:40, which is about a 16-minute pace including rest stops. To walk that pace for that amount of time takes a lot of focus and concentration. So unfortunately I don't have a detailed recollection of all the spectacular Pacific Coast views as we passed them on foot. The Power Walk is not a Sunday morning stroll! We signed up again for April 2005 and are maintaining our training. Our feet are much more blister resistant than they were a year ago.

Both my daughters live and work in Long Island. Anne, who is the elder, lives in Baldwin and commutes to Forest Hills for work. She and her husband Mike Schultz completed the redecoration of their new house this year. They live on a small canal and can boat down to the ocean. It's very attractive. Diana, who is the younger, married Jack LaVolpe last August. They live in Oceanside and are completing the purchase of their own house. I am not yet a grandfather. My younger brother already has grandchildren. His daughters married young. Mine waited until their 30s.

Our house is in New Monterey, now an old name assigned to a section of Monterey on the hillside above Cannery Row. It is a typical neighborhood for this area, with a grid of streets and houses set pretty close to one another. Our house was newly built in 2002 and is one of the newest in the neighborhood. We have a panoramic view looking north over Monterey Bay. Our 2300 sq ft space is considerably smaller than our 3200 in Arlington. But the location makes up for the downsizing -- not only do we have the panoramic view, we are within five miles of most interesting things in the area. We are half a mile from the Aquarium, a mile and a half from Lovers Point, and two miles from school. We train for our walks on an 8-mile loop along the coast and occasionally on a 13-mile loop that includes Pebble Beach. The climate here is unbeatable.

We also have a second house in Ojai, which is about 280 miles to the south near Ventura. We bought it in 1999 and visited it frequently from Arlington. We visit it from Monterey about every two months. It is lovely there at the feet of the Los Padres Mountain range, and it is much closer to my family, who live in Palmdale, Riverside, and San Diego. Sometimes we think about selling it and putting all the money into a larger house in Monterey, but we keep getting stopped by the prices. Even if we could afford the ubiquitous \$1.5 to \$2.0 million price tags, we do not want to be saddled with a California real estate tax of 1% of that (\$20,000) for the rest of our lives. The real estate here has been appreciating 15% to 20% annually; good for the sellers, bad for the buyers.

Dorothy and I celebrated 30 years of marriage last January. What a blast it's been!

If you're visiting Monterey or Carmel, look us up! We would be delighted to show you around, lend you our guest passes for the Aquarium, or just hang out with you for a while.