BOOTSTRAP INSTITUTE
NEWSLETTER

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The last few years have been an uphill struggle through a recession in which sponsorship and participation in the kind of long range paradigm-shifting R&D we are promoting was systematically slashed from many budgets. However—smartly or otherwise —we have persisted. Now we are pleased to report new developments on several fronts which bring much promise and momentum in the coming year.

OHS Alliance

Over the last year, we have been meeting with a small core group of organizations to formulate plans for an industry-government alliance "to achieve a quantum leap in collaborative knowledge-work capability". Members will collaborate on:

(1) OHS prototype development (OHS = Open Hyperdocument System);

(2) associated best practices (processes, conventions, customs, policies, organizational roles, and training needed for effective online collaboration);

(3) in-house pilot trials (planning, implementation, lessons learned);

(4) facilitating commercialization of the results.

Bootstrapping our Bootstrap Activities

We are being funded over the next year for some exciting R&D work, including developing a graphical user interface for Augment, getting Augment to run on a UNIX server, and developing scenario-based demonstrations of applicability in distributed collaborative software engineering, as well as command and control. We expect the results to provide important leverage to our ongoing bootstrapping efforts!

Bootstrap Expedition

We have found repeatedly that explaining and demonstrating our work only goes so far—what most people need is to *experience* it. So we've started arranging *Bootstrap Expeditions*, offering hands-on experience and deep exploration into the *uncharted frontier* of distributed collaborative knowledge work.

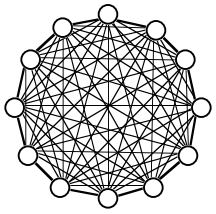
Last June we concluded a 6-month expedition with a client that is now helping to launch the OHS Alliance described above. Now two more organizations have requested an Expedition, using Augment as a vehicle for exploration into the paradigms, user requirements, design rationale, architecture, functionality, and organizational issues involved in designing and/or implementing future information systems and practices. The entire Expedition will be conducted *online* in an advanced prototypical OHS/CoDIAK

environment which goes well beyond the constraints of today's information system environments. This Expedition represents a unique opportunity to experience first-hand what you have seen or read about in Doug Engelbart's lectures, seminars, and publications.

We will be embarking in late July—beginning with
a one-week intensive hands-on workshop, followed by 3-6 months of guided exploration and collaborative project work. We hope you will consider joining us! You can sign up for just the one-week class, or the opening half-day overview session (a condensed Bootstrap Seminar), without committing to the whole Expedition.

Food for Thought: "Collective IQ"

We have been evolving the notion of *Collective IQ* over the last year to emphasize the strategic importance of CoDIAK. The *Collective IQ* of a group is a function of how quickly and *intelligently* it can respond to a situation. This goes considerably beyond its ability to access more information faster, to include leveraging its collective memory, reasoning, planning, conceptualization, foresight, and experiences into applicable knowledge—a comprehensive set of capabilities we have termed the Concurrent Development, Integration and Application of Knowledge (CoDIAK).



The CoDIAK Environment

The CoDIAK environment is one of constant creation, revision, and exchange of information within and across organizational units (e.g. project teams, departments, task forces, organizations, communities, or nations). This results in an accumulation of vital knowledge assets such as dialog records, commentary, rationale, lessons learned, proposals, plans, source code, reports and other documentation. The quality of these assets, and the speed and ease with which they can be developed, integrated, traversed, manipulated, and re-used, will become increasingly crucial to an organization's survival and success.

The explicit and persistent pursuit of high performance CoDIAK capability is an investment target yielding significant promise for boosting *Collective IQ*, with very important *strategic* payoff.

Awards

Since our last mailing, Doug has received a few more awards:

1992 "**Pioneer of the Electronic Frontier Award**," presented by the Electronic Frontier Foundation, naming Engelbart as *"one of our era's true visionaries"*.

1993 "**IEEE Computer Pioneer Award**," presented by the IEEE Computer Society *"as an acknowledgment of his seminal contributions in computer science, in particular those in the field of Human Computer Interaction."*

1994 "**Price Waterhouse Lifetime Achievement Award**," presented at the Computerworld Smithsonian awards program in Washington, DC, on June 6th to recognize *"outstanding dedication, courage and cooperative spirit"* in the area of information technology. In conjunction with this award, the Smithsonian has recorded an "oral history" of/by Doug to be added to their permanent research collection, and to the special display set aside for these awards in the Smithsonian Exhibit on the Information Age.

Doug was also recently elected a **Fellow of the American Academy of Arts and Sciences**, and in mid-June will be awarded an **Honorary Doctorate** degree from Oregon State University.

Needless to say he is deeply honored and also amazed by each of these special tributes!

Publications

- Our most recent paper, "Toward High Performance Organizations: A Strategic Role for Groupware," was published in *Proceedings of the Groupware '92 Conference* August 1992.
- "A Conceptual Framework for the Augmentation of Man's Intellect" (1963) was included for publication in Japanese in the book *Organization and Groupware*, T. Nishigaki [Editor], NTT Publishing, 1992.
- "Authorship Provisions in Augment" (1984) was included for publication in *Groupware: Software for Computer-Supported Cooperative Work*, D.Marca & G.Bock [Editors], IEEE, 1992.
- We completely revamped the *Bootstrap Seminar Binder* for the March 1992 seminar, and Sections I and J were again completely revised in November 1992. (Graduates can order a copy of the updated binder for $65, or just Sections I and J for $15—just fill in the enclosed Bootstrap Publications order form accordingly; note that the 20% discount for non-profits does *not* apply to this special offer).
- Patricia Seybold produced a wonderful two-part article, "Doug Engelbart's Design for Knowledge-Based Organizations," which she published in *Paradigm Shift*, Vol. 3, Feb 1992. (For reprints call (617)742-5200.) This article is based on the video "Together We Can Get There!," which Patty and Doug collaborated on in 1991.
- BG Wennersten published a very impressive work in Swedish "*Bootstrapping"—en strategi för att förbättra förmågan till bättre förmåga*, Teldok, 1993, 100 pgs. This book evolved out of a Bootstrap Seminar and lecture tour in Sweden which BG arranged for Doug in 1992. We'd love to see this translated into English some day!

Going International

Speaking of Sweden, in the last two years Doug has given seminars and lectures in Scandinavia, Italy, and Japan, and will be the keynote speaker at the European Conference on Hypermedia Technology this fall.

Our Corporate Logo

We finally created a corporate logo, which encapsulates our key bootstrapping concepts (shown below).

The "BI" is obviously for "Bootstrap Institute". The underlying sphere represents our CoDIAK symbol, which scales from an individual's knowledge environment up to a global one, and which calls out the pressing requirement for true interoperability within and across knowledge domains. The loop coming out of the "B" represents the bootstrapping feedback loops from our ABC model of organizational improvement. The diagonal arrow coming out of the loop represents the overall improvement curve possible in an organization practicing *strategic bootstrapping* vs. the much flatter improvement curve we see in today's organizations. The shooting arrow is pointing off to a brighter future.

For More Information

To order publications, receive printed material, and/or get on our hardcopy mailing list, please contact:

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Are Your Files Up-to-Date?

We have completely revamped our corporate information packet, including a new two-color corporate brochure (wow!), a rewritten Doug Engelbart curriculum vitae, and a reorganized and updated Bootstrap bibliography. We'd be happy to send you any/all of these items to update your files.