

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY
LINCOLN LABORATORY**

*244 WOOD STREET
LEXINGTON, MASSACHUSETTS 02420-9108
Area Code 781-981-7802*

27 April 2005

Subject: Ken Schmidt Letter of Recommendation

To: Whom It May Concern:

I have known Ken Schmidt professionally for just over three years. During this time Ken worked with me in my position as Deputy Director of the Information Processing Technology Office in the Defense Advanced Research Projects Agency.


Ken helped leverage the very short time that I and the Office Director, Dr. Ronald Brachman, had to develop, broadcast and begin executing a new technical thrust in the area of Cognitive Systems. Since typical DARPA appointments last only 3 years, we needed to (1) develop the vision, (2) share that vision to a broad and emerging technical community, (3) hire new Program Managers who would develop new programs and (4) generate excitement in the community that would build momentum over time. Ken worked directly with me to develop the vision, and then led an effort to contact the top 25 universities in the US, share the vision with them and arrange campus visits so we could talk directly with their faculty and students. These visits were arranged with a 'smart agenda' – one that included the right people talking about research efforts that were aligned with our vision. Ken also arranged an invited talk on campus, where Ron and I could personally describe the mission of our office. We completed visits to the top 25 campuses in less than one year, resulting in tremendous visibility for our office and excitement for our new vision.

Ken provided expert help in organizing and running technical conferences, including our regular DARPATech conference and a new Cognitive Systems Conference held in Washington, DC. For this latter conference, Ken led the planning team to fix the date and location, helped craft a unique agenda and confirmed speakers for the technical tracks and the keynote talk. The conference was attended by a unique set of the top minds in the field, and has become a regular event.

In addition, Ken led a focused project in the Office to develop and test new telecommunications services developed by a vendor he knew at AT&T. These services were built on top of our existing PBX and data network, met the security restrictions of the DoD, and included a progression of capabilities including remote call management, missed call notification, and conferencing capabilities. Ken managed the vendor through clear requirements, interfaced with the telecom, networking, computer and security groups at DARPA. This project highlighted the technical leadership of IPTO to others in DARPA, and provided new capabilities for our Program Managers when they were on the road.

Ken's organization, communication and planning skills were very effective in helping me meet my objectives during my tenure at DARPA. I would highly recommend his consulting services to others in R&D or new product development. His combination of technical savvy and real-world planning provides a leverage factor that helped me focus on the vision and future direction of the office, knowing that the day-to-day operations would be handled in a professional manner.

Sincerely,


Mr. Zachary J. Lemnios

ZL/mc