

## Terence (Terry) Zagar

### Dedication

*To God ... to my family ... to the many people who shared their knowledge and support across the years.*

*I have been very fortunate in life. One can wonder if it is a result of luck, skills/smarts, or someone looking out for me:*

- *Luck implies that, on average, things will be fine at least 50 percent of the time; I feel the probabilities have been way too high on the positive side in my life, so I would rule out luck.*
- *I have encountered many people smarter and/or more skilled than me, so I also rule out skills/smarts.*
- *I am left with the remaining likelihood that God and many people have been looking out for me.*

### Education

After receiving a Bachelor of Science in Engineering (with a concentration in Systems Engineering) from Harvey Mudd, I did not feel I was fully prepared for the world, so I spent a year at Stanford to get a Master of Science in Electrical Engineering degree with concentrations in digital control, digital signal processing and adaptive systems. Stanford was much more hands-on and applied work as compared to HMC, and it gave me the self-confidence to say I was ready to go out into the world.

### Work

Prior to retirement at the beginning of 2023, I only worked at two organizations, but I was fortunate that in both instances I was given plenty of opportunities to learn new things, to make a difference in the world, and to work with a lot of exceptional people:

- The first 34 years was with a professional services company. Despite staying in one place, I went through two Initial Public Offerings (IPOs), three organizational merger/buy-outs, and one organizational de-merger. When I joined the organization, their annual revenue was around \$20M. When I left the organization, their annual revenue was approximately \$34B. Amazingly, I got to be involved in many different and rewarding projects along the way (see **Selected Work Experience** below for some examples). My internal roles included Leader, Manager, Director, Vice President, and Chief Technologist. The nature of professional services is that I always had my pick of end-customer problems from which to choose – among my end-customer roles were as Systems Architect, Software Developer, Project Manager, Information Security Specialist, and Chief Scientist.
- The next 13 years was running my own consulting company. This structure gave me much more freedom and cash flow. As the owner and sole employee, I took on the internal role of CEO (Chief Everything Officer). Among my end-customer roles were as Project Manager, Principal Security Analyst, and Subject Matter Expert.

### Family

- My wife Donna and I have been married over 44 years.



... with our daughters (circa mid-80's)

- We have two daughters, one son-in-law (a psychiatrist), and two granddaughters.



... Donna took this picture with our daughters, granddaughters, son-in-law, & friendly Wookiee (circa mid-2010's; note my hair color change)

### **Some Mudder Encounters Outside HMC ... Many Thanks to You!**

- Wayne Yoshimura for teaching me bodysurfing on a visit to Hawaii one summer.
- Scott Olmsted for introducing me to the *Stanford Mendicants* and Carl Silsbee for teaching me tennis (or trying since I am pretty much athletically challenged).
- Fred Pickel for a dinner get-together as I went through the probate process for one of my aunts.

## Retirement

I was able to gently transition from full-time work to part-time work to retirement over the last 4 years. I realized that it just felt time to say "*goodbye*" to paid work to focus on:

- Going to our granddaughters' soccer games, gymnastics meets, piano/violin/cello recitals, and school plays
- Going to shows and movies, putting together jigsaw puzzles, and playing chess/cards/board games with family
- Repairing broken toys for our granddaughters
- Going to family get-togethers, on short trips, and on vacations at Disneyland and the Disney Aulani resorts (the latter was a bucket list item for the family).
- Appointments with and treatments from my (many?) doctors who seem to be doing a good job of keeping me alive & going.
- Movie and TV series-bingeing nights both on my own and with family
- Music listening sessions and concert attendances both on my own and with family
- Ongoing exercise to include walking in the woods, on the local trails, and around the three lakes near our home
- Cooking (over half the family is vegan so I am now much more sensitive to meal ingredients & sources)
- Sharing meals with family and friends/neighbors
- Participation in our parish church's racial justice committee activities
- Learning about and developing applications with Apple Swift and SwiftUI
- Learning about and developing content for augmented reality (AR) applications
- Doing my daily crossword and Sudoku puzzles
- Reading fiction and non-fiction books (thank you Kindle, and thank you local public library)
- Developing and managing our retirement strategy to include walking through the details with our daughters should they ever need to take the reins
- ... and whatever other learning and life opportunities that catch my senses/brain

## **(very, very) Selected Work Experience** (*this barely scratches the surface*)

- While supporting the U.S. Government's President's Emergency Plan for AIDS (*Acquired ImmunoDeficiency Syndrome*) Relief (PEPFAR) I got to work with many amazing people at the U.S. Department of State and the U.S. Centers for Disease Control and Prevention. I also got to visit Tanzania and Uganda, to work with the Africa CDC, and to contribute to Africa Union initiatives in pandemic control:
  - Managed the development, deployment, and operation of a web-based system supporting over 500 U.S. Government and partner users at over 6,300 hospitals, clinics, and lab facilities within Tanzania for reporting, tracking, and managing AIDS epidemic-related performance indicators for prevention, care, treatment, and health systems strengthening services.
  - Managed the development, deployment, and operation of an expenditure analysis system to measure in-country expenditures versus public health results for the program. In addition to in-country and external partner organizations, the system supported coordination of Program expenditures across multiple U.S. funding agencies. The resulting web-based tool supported 65 PEPFAR-assisted countries.
  - The CDC operates around the globe and prepares protocols for conducting AIDS-related disease surveillance, testing and treatment. I served as a data management (DM) reviewer (one of several members of the CDC DM review team) for over 175 of these protocols providing recommendations to ensure best practices were specified for clinical and indicator data capture, protection, analysis, and management.
  - Was a contributor to Chapter 18, "Data for Public Health Action: Creating Informatics-Savvy Health Organizations to Support Integrated Disease Surveillance and Response" in the book titled *Modernizing Global Health Security to Prevent, Detect, and Respond* (1st Edition) published on 6 Nov 2023 by Academic Press after I retired.

- I was a primary contributor to the global bio-pharmaceutical community initiative to create a digital signature standard accepted by the global bio-pharmaceutical regulatory bodies in the U.S., Europe, and Japan. The basic project intent was to replace traditional paper-based regulatory approval submissions for each new drug/medical device (imagine a semi-truck filled to the gills with paper-based clinical trial documents relating to each trial participant and each manually signed by trial clinicians arriving at the Food and Drug Administration's doorstep). I got to visit London (UZ), Basel (CH), Paris (FR) and Montpellier (FR) and again got to work with many (very) great people and pharmaceutical companies:
  - Wrote over 80% of the industry's digital signature standard
  - Provided training and assessment support to many biopharma companies
  - Helped cross-certify the industry's Public Key Infrastructure (PKI) Certification Authority (CA) with the U.S. Federal Bridge CA
  - Served as the Acting Chief Technology Officer (CTO) (for six months) for the industry's associated not-for-profit organization founded by 8 of the top 10 biopharmaceutical manufacturers; I was nominated for this position with unanimous approval from biopharmaceutical executives and the board of directors; I opted to remain with my current employer rather than take the position full-time as it was time (again) to do something new
- I was part of a seven-person team to help our company become a \$1B business. Working on the assumption that the first step to becoming a \$1B company was to have at least a \$1B contract backlog, we set out to bid on \$2B of Government contracts over a two-year period with an assumed a 50%-win rate. At the end of the two years, we did bid on \$2B worth of new contracts, but somehow managed to achieve a 96%-win rate. I very much enjoyed working with this small team to make a huge difference.
- I was the project manager for a classified initiative to develop a common specification for an advanced technology hardware and software capability to be used and deployed by the Army, Navy, Air Force, and Marine Corps. I worked closely with representatives from the four military Services to understand their unique and common requirements, and to reach successful agreement by all the participating Services (not an easy thing at the time) on the specification.
- I developed and taught courses in Technology Forecasting, Management Information Systems, and Software Acquisition Management at the National Cryptologic School for Government acquisition managers.