

January 6, 2005



To whom it may concern,

I was Principal Investigator for Boeing's participation in Project Halo, as part of the SRI Team, working under Noah Friedland who managed the overall Project. As a result I interacted frequently with Noah over 18 months, both during the contracting and planning phases of the work, both at team-wide project meetings approximately every three months, and through regular phone calls and email exchanges.

Noah was an outstanding, highly proactive manager for the project, demonstrating a tremendous ability to create a vision, assimilate information, set direction, and lead the three teams forward. He was able to take the initial project idea, which presented significant technical challenges and unknowns, and lead and organize the teams so that the issues were understood, addressed, and overcome. He was enthusiastically engaged with the project at all times, actively seeking input on project direction from the researchers, while at the same time continually demonstrating clear leadership in making important and sometimes difficult decisions about the way forward. His contagious enthusiasm for the work inspired the researchers to excel.

Intellectually Noah is highly capable; he rapidly and effectively educated himself about the technologies being developed over a very short space of time to the point where he could contribute major new ideas to the work. Indeed, after Halo phase I, Noah was primary author of two technical papers on the work, which appeared in top scientific publications for the field.

The Halo project has had significant impact in the AI community, and has become an often-used point of reference in the field for what AI technologies can achieve. This impact is in large part due to Noah's tireless leadership and proactive advocacy of the work, resulting in success.

Yours sincerely,

A handwritten signature in black ink that reads 'Peter Clark'.

Dr. Peter Clark  
Associate Technical Fellow  
Boeing Mathematics and Computing  
Technology